CULTURE AND EMPLOYEE ENGAGEMENT OF THAI EMPLOYEES:

CASE STUDY OF SOUTH KOREAN MULTINATIONAL CORPORATIONS IN THAILAND

Miss Thida Roungtheera

A Thesis Submitted in Partial Fulfillment of the Requirements

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วัฒนธรรมและความผูกพันต่อองค์กรของพนักงานชาวไทย

กรณีศึกษาบริษัทข้ามชาติของสาธารณรัฐเกาหลีในประเทศไทย

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By   Miss Thida Roungtheera

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Thesis Advisor   Sineenat Sermcheep, Ph.D.

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....Dean of the Graduate School
(Associate Professor Amorn Petsom, Ph.D.)

THESIS COMMITTEE

....Chairman
(Associate Professor Buddhagarn Rutchatorn, Ph.D.)

....Thesis Advisor
(Sineenat Sermcheep, Ph.D.)

....External Examiner
(Associate Professor Nak Gulid, Ph.D.)

....External Examiner
(Associate Professor Eun Ki-Soo, Ph.D.)

ธิดา รุ่งธีระ : วัฒนธรรมและความผูกพันต่อองค์กรของพนักงานชาวไทย กรณีศึกษาบริษัท ข้ามชาติของสาธารณรัฐเกาหลีในประเทศไทย. (CULTURE AND EMPLOYEE ENGAGEMENT OF THAI EMPLOYEES: CASE STUDY OF SOUTH KOREAN MULTINATIONAL CORPORATIONS IN THAILAND) อ.ที่ปรึกษาวิทยานิพนธ์หลัก: ดร.สินีนาฏ เสริมชีพ, 97 หน้า

การศึกษาครั้งนี้มีวัตถุประสงค์เพื่อศึกษาความแตกต่างระหว่างวัฒนธรรมในบริษัทข้ามชาติ ของสาธารณรัฐเกาหลีในประเทศไทยกับวัฒนธรรมในบริษัทของสาธารณรัฐเกาหลีในประเทศ สาธารณรัฐเกาหลี และเพื่อวิเคราะห์ความสัมพันธ์ระหว่างความพึงพอใจในวัฒนธรรมและความผูกพัน ต่อองค์กรของพนักงานไทยในบริษัทข้ามชาติของสาธารณรัฐเกาหลีในประเทศไทย การศึกษานี้ใช้ แบบสอบถามในการสำรวจข้อมูลจากพนักงานไทยในบริษัทข้ามชาติของสาธารณรัฐเกาหลีจำนวน 243 คน โดยสำรวจจาก 3 บริษัทคือ บริษัทขนาดเล็ก บริษัทขนาดกลาง และบริษัทขนาดใหญ่ ผล การศึกษาพบว่า วัฒนธรรมในบริษัทของสาธารณรัฐเกาหลีในประเทศไทยมีลักษณะของการหลีกเลี่ยง ความไม่แน่นอนในระดับต่ำกว่าวัฒนธรรมในบริษัทของสาธารณรัฐเกาหลีในประเทศสาธารณรัฐ เกาหลี ซึ่งหมายความว่าบริษัทของสาธารณรัฐเกาหลีในประเทศไทยมีบรรยากาศในที่ทำงานที่ตึง เครียดน้อยกว่าวัฒนธรรมในบริษัทของสาธารณรัฐเกาหลีในประเทศสาธารณรัฐเกาหลี ในขณะที่ ความสัมพันธ์ของพนักงานในบริษัทเป็นแบบเจ้านายและลูกน้อง   (มีความเหลื่อมล้ำทางอำนาจ), พนักงานเน้นทำงานเป็นกลุ่ม (มิติความเป็นกลุ่ม), ผู้ชายมีโอกาสในการเลื่อนตำแหน่งและมีบทบาท สำคัญในบริษัท (มิติความเป็นชาย) และ บริษัทมีการวางแผนในระยะยาวโดยมุ่งเน้นที่ความต่อเนื่อง ของผลงาน และความประหยัด (มิติการมุ่งเน้นเป้าหมายระยะยาว) เป็นลักษณะของบริษัทของ สาธารณรัฐเกาหลีในประเทศไทยมีความคล้ายคลึงกันกับวัฒนธรรมในบริษัทของสาธารณรัฐเกาหลีใน ประเทศสาธารณรัฐเกาหลี นอกจากนี้ พบว่าความพึงพอใจในวัฒนธรรมกับความผูกพันต่อองค์กรของ พนักงานไทยมีความสัมพันธ์ทางบวก กล่าวคือ สำหรับพนักงานไทยที่มีความพึงพอใจในวัฒนธรรมใน องค์กรในระดับสูงกว่า จะมีความรู้สึกผูกพันต่อองค์กรในระดับที่สูงกว่า นอกจากนี้ บริษัทที่มีขนาด ต่างกัน จะมีระดับของความสัมพันธ์ที่แตกต่างกันด้วย โดยบริษัทขนาดเล็กมีความสัมพันธ์เชิงบวก ระหว่างความพึงพอใจในวัฒนธรรมขององค์กรและความผูกพันต่อองค์กรในระดับปานกลาง ในขณะที่ บริษัทขนาดกลางและขนาดใหญ่ มีความสัมพันธ์ทางบวกในระดับสูง

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The objective of this study is to examine the differences between culture in South Korean multinational corporations (MNCs) in Thailand and Korean culture in South Korea companies in South Korea. In addition, this study analyzes the relationship between culture satisfaction and employee engagement of Thai employees in South Korean MNCs in Thailand. This study uses the questionnaire to survey 243 Thai employees who work in South Korean MNCs in Thailand. These three MNCs can be classified into a small MNC, a medium MNC and a large MNC. The result of this study shows that the culture in South Korean MNCs in Thailand has lower uncertainty avoidance than those in South Korean companies in South Korea. This means that the South Korean MNCs in Thailand have more comfortable atmosphere than the South Korean companies in South Korea. While the relationship in the company is in form of leaders and subordinates (power distance), preference to work in group (collectivism), the importance of men in company (masculine), and emphasizing on persistence and thrift (long-term orientation) which are characteristics of Korean MNCs in Thailand are similar to the culture in the South Korean companies in South Korea. Moreover, there is a positive relationship between culture satisfaction and employee engagement of Thai employees in South Korean MNCs in Thailand. Thai workers with higher culture satisfaction tend to have higher employee engagement. Considering in each company's size, there are difference in degree of this relationship. A small MNC has a positive relationship at medium level, while the medium and large MNCs have positive relationships at high level.

Field of Study : Korean Studies   Student's Signature

Academic Year : 2012   Advisor's Signature

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CHAPTER I

INTRODUCTION

1.1. Background

Thailand and South Korea (hereafter refered to as 'Korea') began to establish a relationship when the Thai government sent troops to support South Korea in the Korean War and they established diplomatic relations in 1958. Since the Korean War, Thailand and Korea have continually had good relations and created trade relations in 1961 (Vitulchat, Roobsom and Saysanguan, 1992). Korean investors have increasingly expanded their business. There are a number of Korean multinational corporations (MNCs) in Thailand such as LG, Samsung, and Hyundai.

Today, Thailand is one of the most popular countries in which foreigners, including Japanese, Americans, Chinese and Koreans, are interested to invest.. They choose to invest in Thailand because of the business environment. This includes the support from the Thai government, the skilled labor and also the opportunities for accessing other markets nearby.

Foreign investors in Thailand have certainly brought not only the investment funds to invest and run their business but also the management patterns and their culture. The pattern of the administration in a company of each country is different due to their cultural background; and people are in the habit of working or dealing with the culture of their own country. So operation between two nations, two languages, and two cultures would cause some problems in understanding each

other. The most obvious problem would be the difference of language usage and cross-cultural working. Even though many people give more importance to studying foreign languages, the cross-cultural working is nevertheless a significant problem in the organization.

Every company needs basic resources, whether it is small or large. One of the most important basic resources is the human resource (Chompukum, 2009: 4), since companies can apply personnel's knowledge and capabilities to develop and have a competitive advantage. Problems in understanding each other may affect the job satisfaction of employees and then affect the employee's performance. However, nowadays, employee engagement becomes even more crucial than job satisfaction, and there are many administrators and researchers who are interested in it. It is a kind of behavioral pattern, which shows the abilities of the organization, and every company should have it. As it can affect the survival and growth of the company, it is a characteristic that the leader wants to develop in a company. The company with a high engagement from its employees will quickly achieve its goal. Thus, when foreign companies invest in Thailand, they have to adapt to the Thai culture and also Thai employers have to adapt to the new organizational behavior. If Thai and foreigner managers can adapt their administration method in a synthesized style, the business will operate very well.

According to Hofstede (1997), it was remarkable that the characteristics of Thais and Koreans are different, and it could cause a problem in the organization. For example, Thai people usually have an easygoing life style and do something with preciseness and neatness which takes much time and others can think that Thai people seem lazy and work very slowly. By contrast, Korean people live in a

competitive society and they appear to work faster than Thais. If both Thais and Koreans understand each culture and try to adapt to the other culture, the cooperation between the staff will run smoothly.

From previous studies, it can be seen that many researchers are interested in the culture in company of many countries such as Japan, the United States, and Thailand, for example *Cultures and Organizations: Software of mind* (Hofstede, 1997), and a comparison of Organizational Culture between Japanese Companies and American Companies in Thailand (Pornpirun, 2004). In addition, there is a significant amount of research focused on corporate culture and employee engagement, such as an Organizational Culture and Employees' Engagement of F&N Dairy (Thailand) Limited Company (Buatate, 2009), and an Organizational Culture and Employee Engagement of Donkaew Sub district Administrative Organization, Chiang Mai Province. It shows that there is little research on Korean corporate culture and employee engagement.

Thus this study is interested in conducting research on the culture in company and employee engagement of Thai employees in Korean MNCs in Thailand. This study will be useful both for Thais and Koreans to understand each other's culture and they can apply these results to develop the operation or the administration of the Korean companies in Thailand.

1.2. Objectives of the Study

- To examine the differences between culture in Korea MNCs in Thailand and Korean culture in Korean companies in Korea.

- To analyze the relationship between satisfaction with corporate culture and employees' engagement in Korean companies in Thailand.

1.3. Research Questions

- How culture in Korean MNCs in Thailand differ from Korean culture in Korean companies in Korea.

- Whether there is a positive relationship between satisfaction with culture and employee engagement.

1.4. Hypothesis

- Objective 1:

1.4.1 Hypothesis 1: In terms of the power distance dimension, culture in Korean companies in Thailand tends to be similar to Korean culture in Korean companies in Korea.

1.4.2 Hypothesis 2: In terms of the individualism dimension, culture in Korean companies in Thailand tends to be similar to Korean culture in Korean companies in Korea.

1.4.3 Hypothesis 3: In terms of the masculinity dimension, culture in Korean companies in Thailand tends to be similar to Korean culture in Korean companies in Korea.

1.4.4 Hypothesis 4: In terms of uncertainty avoidance, culture in Korean companies in Thailand tends to be different to Korean culture in Korean companies in Korea.

1.4.5 Hypothesis 5: In terms of long term orientation, culture in Korean companies in Thailand tends to be different to Korean culture in Korean companies in Korea.

- Objective 2:

1.4.6. Thai employees who satisfy with culture in Korean MNCs Thailand tend to have higher employee engagement.

1.5. Scope of the Study

This study examine the culture in 3 companies, which are a small, a medium and a large Korean MNCs in Thailand, and employee engagement of Thai employees who are working in those 3 Korean MNCs in Thailand. Thai employees refer to employees who are administrative officers, including, directors, managers and assistant managers, and employees who are office workers.

1.6. Expected Benefits

- Understand the culture of Korean MNCs in Thailand to develop cooperation effectively between Thai and Korean employees.

- Understand the relationship between satisfaction with culture and employee engagement, namely, that employees' satisfaction with culture affects employee engagement. Thus Korean firms can use this study in order to develop and create effective corporate culture.

CHAPTER II

LITERATURE REVIEW

This chapter summarizes the theoretical frameworks and the empirical studies that are related to culture, corporate culture, dimensions of corporate culture, employees' engagement and Korean and Thai culture.

2.1. Theoretical Framework

2.1.1. Culture

According to the study of culture, the concept of culture can be defined in several ways based on psychological, ethnological, social and linguistic data from an anthropological, for instance way of life, value system, ritual practices, philosophy, art forms and people's working behaviors. Bodley (2011) summarizes the definitions of culture into many aspects, such as historical, behavioral, symbolic, and etc.

Table 2.1 Definitions of Culture

Aspects	Definitions
Topical	Culture consists of everything on a list of topics, or categories, such as social organization, religion and economy.
Historical	Culture is social heritage, or tradition, that is passed on to future generations
Behavioral	Culture is shared, learned human behavior and a way of life.
Normative	Culture is ideals, value, or rules for living.
Functional	Culture is the way humans solve problems of adapting to the environment or living together.
Mental	Culture is a complex of ideas, or learned habits, that inhabit impulses and distinguish people from animals
Structural	Culture consists of patterned and interrelated ideas, symbols, or behaviors
Symbolic	Culture is based on arbitrary meanings that are shared by a society

Source: Bodley (cited by Browaeys and Price, 1994): 3.

Many intellectuals provide various definitions of the concept of culture. Kotter and Heskett (1992) define the concept of culture as a representation of the qualities of any specific human group that one generation passes on to the next. And Simcha (1988) states that culture is a shared way of being, doing, and appraising that passes from generation to generation, and it shows and expresses both attitudes and behaviors. However, some scholars argue that culture is not inherited, it is something people learn within a group or society. For instance Hofstede (1997) defines culture as a 'software' or collective programming of the mind which distinguishes the members of one group from another and is learned and obtained from the social environment not from the previous generation. Moreover, Browaeys and Price (2011) believe that culture is a code of a way of thinking, attitudes, norms and values that all humans learn in society, and do not inherit. It is formed by social environment, family, friends, school, and work.

Thus, it can be concluded that culture is a human behavior pattern that is composed of thinking, attitudes, beliefs and values. It can be passed from one generation to the next, but it is also able to be changed at any time according to social environment.

2.1.1.1 Levels of Culture

Culture is a broad concept and not easy to be described; it shows some aspects clearly while hiding others. Many researchers describe the three levels of culture in different ways. Schein (2010) presents the term 'basic assumption' to point out the deepest level. The second level is 'belief and values'; then, the outer level is 'artifact'. On the one hand, most scholars assume that the deepest level of

culture is formed by values, and the second level is attitudes. Both levels generally shape behavior and all actions of human beings, which are the outer level – symbols, rituals, artifacts, language (Haghirian, 2012). Therefore, different values and attitudes lead to different actions.

According to Haghirian(2012), culture can be divided into three main levels. There are values (invisible), attitudes (invisible) and behaviors (visible).

1. Values reflect general beliefs that judge what is right and wrong in society. It defines which behavior is accepted and which is not.

2. Attitudes are the relationship between a person and some kind of object. It expresses values and limits a person's action or behavior in some way toward something.

3. Behavior can be defined as a form of human action, including communication and any form of human interaction.

Figure 2.1 Layers of Culture
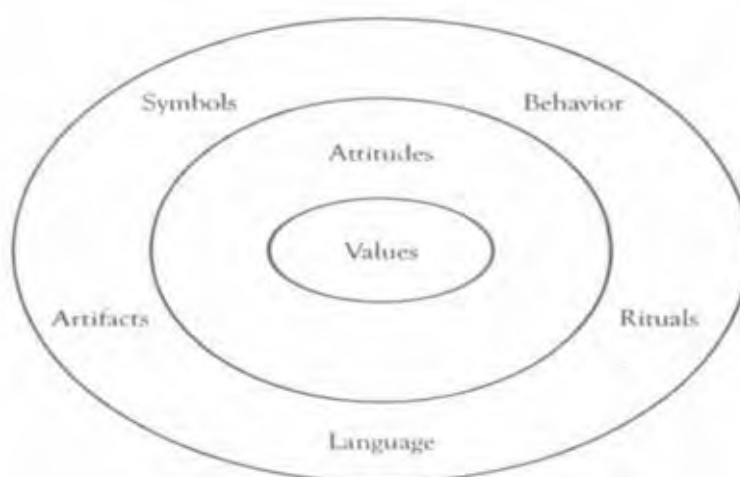
Source: Haghiriany (2012): 11.

2.1.2. Corporate Culture

The concept of culture is adapted to the company. There are many definitions of corporate culture. Robbin (1991) mentions that corporate culture is a combination of attitudes, believes, and understanding among the company's members. Culture reflects the basic values of the company and transmits to new members how to think and express themselves in what they should do. It also increases stability in the company, as new members are able to get along well with activities and events in the company. And it concerns basic values and beliefs, in that both are built from rituals, narratives, symbols, and slogans. Similarly, Cherrington (1994) presents it as a basic set of values which concerns the way of thinking and how to behave, and passes to new members. Hofstede (1997) describes it as a form of members' thinking and feeling, which is specified within company, and makes the members different from other organizations. Schein (2004) defines it as a pattern of a shared way of working that a group learns from solving internal problems and external adaptation.

Furthermore, there are many Thai researchers who have also defined its meaning. Wongwaisayawan (1997) states that it is what composes behavioral patterns, norms, beliefs, values, ideology, understanding and assumptions of one or most of the members in a company. Rupavijetra (2007) describes it as a pattern, norm, thinking, belief, and behavior that each company creates and the company's members hold on and practice from one generation to the next.

Consequently, it can be concluded that corporate culture is a behavioral pattern which all company's members practice together, including the way of

thinking, values, and norms and beliefs that affect their expression. Moreover, all of these are transmitted from old members to the new ones.

2.1.2.1 Organization

In any business, it is difficult for only one person to achieve the objectives, so collaboration with others is important. That is the reason for organization and association in society or country, and if each person participates and cooperates very well with each other, it is easier to achieve the goals. Therefore, the meaning of organization can be defined as the combination of two or more people, who operate together with the same goal. It could not exist without people and their interaction (Keyton, 2011).

Nowadays, organizations come in a variety of size from small to large, and each organization differs in goals and objectives. Chompukum (2009) divides the organization into two types according to the organizational goal. The first type is profit organization which emphasizes profit and survival. This type ranges from the smallest shop to the biggest corporation, such as banks and industrial companies. On the one hand, the second type is a non- profit organization which focuses on a goal other than profit, such as a school or university. Furthermore, all those types of organizations can be classified into three groups, social organizations, bureaucratic organizations and private organizations.

2.1.2.2. The Importance of Culture in Company

In society, the attitudes and behaviors are based on culture, and in sub society, such as company, the way of life and the behavior patterns of members are also influenced by culture (Wongwaisayawan, 1997). This is because the people, who

live together as a group and want to survive and flourish in their environment, need to create a thinking system and perception of what is happening around them in order to respond to the environment correctly and lead the group to survive and grow (Waranusantikule, 1996). And certainly, when individuals gather into the company, there are many different minds; thus, it is necessary to have a culture to tie those different minds altogether to work the same way, or have the same values within the company.

In addition, the leader of the company uses culture in many ways, for instance to manage within the company, to find out which employees are compatible with the company, by using it as the component in a decision, and as the way to develop and maintain human resources. Furthermore, culture in company influences the progressive or backward nature of an organization, as well as national culture, which influences the national coexistence and growth. If the nation is underdeveloped, it will be viewed poorly by developed nations. Similarly with companies, they will be looked down upon and not accepted in the business world if they are perceived as culturally backward, meaning the culture does not support the progress of the company.

Consequently, culture is indeed very important to company not only for operations within each company, but also it is one of the factors that support the accomplishment of the organization. Moreover, it affects the work motivation, cooperation in work, employees' attitudes to work and company, and productivity (Brow, 1993). Although, culture in the company is invisible and hard to understand, it can be recognized by observing the behaviors, beliefs and values that are common

in the company. And if the members understand their culture in their company, they will understand how to interact with others or groups outside, and make all members know about values in the work place, which values can be supported, and how colleagues should be treated.

2.1.2.3. Dimensions of Culture

There are many scholars who have investigated dimensions of culture. Hofstede (1997) classifies the theory of culture into 5 dimensions, which are power distance, individualism versus collectivism, masculine versus feminine, uncertainty avoidance and long term versus short term orientation.

1. Power Distance

Power distance can be defined as the unequal distribution of role and power in the workplace which the less powerful members expect and accept. It can classed as 'large' or 'small': firstly, where there is 'large power distance', the characteristics inequality of power, hierarchy, respect for seniority, authority based respect, power/commanding orientation, and dependent decision making. The status in the company for this level would be 'leaders' and 'subordinate'. On the one hand, 'small power distance' is characterized by equality in the workplace, less hierarchy, decentralization, and independent decision making. The status in company for this level would be 'colleague'. Table 2.2 presents the key differences between small and large power distance companies.

Table 2.2 Key Differences Between Small and Large Power Distance Companies

Small Power Distance	Large Power Distance
Hierarchy in organizations means an inequality of role, established for convenience	Hierarchy in organizations reflects the existential inequality between higher-ups and lower-downs
Decentralization is popular	Centralization is popular
Narrow salary range between top and bottom of organization	Wide salary range between top and bottom of organization
Subordinates expect to be consulted	Subordinates expect to be told what to do
The ideal boss is a resourceful democrat	The ideal boss is a benevolent autocrat or good father
Privileges and status symbols are frowned upon	Privileges and status symbols for managers are both expected and popular

Source: Hofstede (1997)

Table 2.3 Key Differences Between Individualist and Collectivist in Companies

Collectivist	Individualist
Relationship employer-employee is perceived in moral terms, like a family link	Relationship employer-employee is a contract supposed to be based on mutual advantage
Hiring and promotion decisions take employee's in-group into account	Hiring and promotion decisions are supposed to be based on skills and rules only
Management is management of groups	Management is management of individuals
Relationship prevails over task	Task prevails over relationship

Source: Hofstede, (1997)

2. Individualism versus Collectivism

There are two types of employees' working which are individualism and collectivism. Individualism relates to a company in which members are unfettered and expected to look after themselves and their families. Meanwhile, collectivism relates to a company in which members are part of group and combined into strong ties. Table 2.3 shows the key differences between individualism and collectivism in company.

3. Masculine versus Feminine

This dimension focuses on the roles of men and women in company which are masculinity relates to when the gender roles in the company are clearly distinct and emphasized in income, acceptance and progress. Femininity is considered as its opposite, relating to a company in which gender roles overlap, and relationships between members, the environment of workplace, stability and collaboration are emphasized. According to table 2.4, it shows the differences between feminine and masculine companies.

Table 2.4 Key Differences Between Feminine and Masculine Companies

Feminine	Masculine
Work in order to live	Live in order to work
Managers use intuition and strive for consensus	Managers expected to be decisive and assertive
Stress on equality, solidarity, and quality of work life	Stress on equity, competition among colleagues, and performance
Resolution of conflicts by compromise and negotiation	Resolution of conflicts by fighting them out

Source: Hofstede (1997)

4. Uncertainty Avoidance

Uncertainty avoidance can be identified as the feeling of members in a company that they are threatened by uncertain situations and try to avoid them. This also reflects how well the employees understand the company's rules and regulations. The characteristics of uncertainty avoidance include a hard working, busy, and serious atmosphere; time is money; need for safety and job security; lifelong employment; and centralization. While the characteristics of weak uncertainty avoidance are comfortable, hard working only when need, time is a framework of orientation, need for job achievement.

Table 2.5 Key Differences Between Weak and Strong Uncertainty Avoidance in Companies

Weak uncertainty avoidance	Strong uncertainty avoidance
Time is a framework of orientation.	Time is money.
Comfortable feeling when lazy; hard working only when need.	Emotional need to be busy; inner urge to work hard.
Precision and punctuality have to be learned.	Precision and punctuality come naturally.
Tolerance of deviant and innovative ideas and behavior.	Suppression of deviant ideas and behavior; resistance to innovation.
Motivation by achievement and esteem or belongingness.	Motivation by security and esteem or belongingness.

Source: Hofstede (1997)

5. Long Term versus Short Term Orientation

This dimension is added later due to the fact that Hofstede (2001) investigated Confucian dynamism and found that the time perception of each country was different. It focuses on strategies of the companies, whether they will

have plan on work and employees' practices according to the long-term or short-term orientation. Long term orientation stands for the aspects of culture that produce advantages in the future, such as persistence, ordering relationship by status, thrift (saving money) and having a sense of shame. Conversely, short term orientation relates to the past and present, and it can be defined as personal steadiness and stability, protecting your face, respect for your tradition, reciprocation of greetings, favors, and gifts. Table 2.6 presents the key differences between long-term and short-term orientation in company.

Table 2.6 Key Differences Between Long Term and Short Term Orientation

in Companies

Long-term Orientation	Short-term Orientation
emphasis on persistence	emphasis on quick results
relationships ordered by status	status not a major issue in relationships
personal adaptability important	personal steadfastness and stability important
face considerations common but seen as a weakness	protection of one's face is important
leisure time not too important	leisure time important
save, be thrifty	spend
invest in real estate	invest in mutual funds
relationships and market position important	bottom line important
good or evil depends on circumstances	belief in absolutes about good and evil

Source: Hofstede (1997)

2.1.3 Satisfaction with Culture

2.1.3.1 Job Satisfaction

According to the previous research, job satisfaction is the most commonly studied factor among employees because higher job satisfaction will lead to higher performance. Many scholars give different definitions of job satisfaction. Alderfer (1972) states that it is the internal condition of a person who has obtained what he or she wants to get and is fulfilled. It concerns the outcome of events between a person and his or her environment. Schneider and Snyder (1975) define it as a personal assessment of the job's conditions. Locke (1976) represents job satisfaction as a positive emotional state resulting from one's job and job experience. Members of company show positive attitude when they are satisfied with their jobs. Therefore, people will assess their job according to common factors that are important to them such as personal attributes and environment, work and organizational characteristics.

To understand job satisfaction, it is necessary to understand the common dimensions of job satisfaction: work, pay, promotions, benefits, working conditions, recognition, coworkers, company and management (Locke, 1976).

There are many scholars who have studied the theory of human motivation in an organizational setting. The most famous theory is Maslow's theory and his ideas play an important role in the thinking and research of many scholars in terms of organizational behavior.

- Maslow's Hierarchy of Needs Theory

Maslow proposed a hierarchy of human motivation from higher-level to lower-level. He categorised human motivation into 5 types of needs.

1. Physiological needs: the needs of the human body, such as food, clothing, and a living income.

2. Safety needs: the needs for security from harm and threat, such as working conditions in the workplace.

3. Love needs: the needs of giving and receiving from supervisors or coworkers.

4. Esteem needs: the needs of success, such as compensation.

5. Self-actualization needs: the needs of responsibility and creativity in an organization.

- Alderfer's ERG Theory (Alderfer, 1972)

Alderfer (1972) proposed a different idea from Maslow and other scholars. He applied "Alderfer's Modified Need Hierarchy theory" or ERG theory (Existence-Relatedness-Growth) and divided types of needs into three levels.

1. E (Existence needs): the targets are material substances, such as individuals' physiological and physical safety needs for survival and living.

2. R (Relatedness): the targets are significant persons or group that mutually share feelings and thoughts.

3. G (Growth): the targets are development and progress in one's life.

Table 2.7 Comparison of Maslow and E.R.G. Concepts

Maslow categories	E.R.G. Categories
Physiological	Existence
Safety-material	
Safety-interpersonal	Relatedness
Love (belongingness)	
Esteem-interpersonal	
Esteem-self-confirmed	Growth
Self-actualization	

Source: Alderfer (1972): 25

2.1.3.2 The Relationship between Corporate Culture and Job Satisfaction

Job satisfaction is the overview of employees, who have an optimistic or pessimistic view to work; and there are many factors that affect job satisfaction. One of the factors is corporate culture, according to much research which has studied the relationship between corporate culture and job satisfaction. Bahrol-olum (1990), Sardari (2004) and Razieh (2012) conclude that corporate culture in an organization can increase job satisfaction when corporate culture is appropriate.

2.1.4 Employee Engagement

Nowadays, employee engagement becomes even more crucial than job satisfaction, and there are many administrators and researchers interested in it, because it affects the survival and growth of the company, and it is a characteristic that the leaders want to cultivate in a company. If the company has a high engagement of employees, it will quickly achieve its goals. Simachokedee (2005) notes that the meaning of employee engagement is wider than job satisfaction

because it concerns the whole company, not just individuals. In addition, it is a stronger feeling that whatever happens in company, employee engagement will not change.

There are many scholars who have defined the meaning of employee engagement. According to Macey and Schneider (2008), employee engagement means a condition that employees accept and it meets an organizational purpose. In addition, it is composed of both attitude and behavior components because it implies commitment, involvement, passion, effort, and energy. Therefore, employee engagement can be separated into two aspects: behaviors and attitudes (Buatate, 2009).

The behavioral aspect sees employee engagement when members usually work, do not change or relocate job, and try to maintain membership. And all of these actions have both advantages and disadvantages. There are many scholars who agree with this.

Steers (1977) states that employee engagement is a constancy of members who have a good relationship with the company, and this relationship will occur in any organization. Mowday, Porter, and Steers (1982) define it as a degree of unity between employees and company that shows a strong correlation among members. Moreover, Herbert (1976) describes it as a connection of members' behaviors and the goal of the company, so that members agree with the goals and are dedicated to the company; however, they may have to sacrifice some personal benefit.

On the other hand, the aspect of attitude means that members feel the goals of the company and their own objectives are consonant and this makes them have a

positive attitude at work and feel like owners of the company. There are many scholars who agree with this.

Sheldon (1971) states that it is the positive attitudes and the feelings of members toward the company that leads employees to engage with the company and to concentrate on the goals. This is consistent with Mahanon (1986)'s viewpoint that it is the attitudes and the feeling with which employees engage with the company, and it is significantly deeper than physical bonds or simply existence because employees are willing to sacrifice some of their own happiness for achieving the goals of the company.

According to these three characteristics, it shows that employee engagement is not only a sense of loyalty, but it is an expression of employees to company that is a part of helping the company achieving its goals.

2.1.4.1 The Elements of Employee Engagement

There are many scholars who have investigated the elements of employees engagement in different ways depending on their interest. But the main elements that most of the scholars agree on are personal characteristics, jobs and experience. For instance, Steers (1977) studies the model of dimensions that affects employees' engagement, and summarizes it into three elements:

1) Personal characteristics: the variables that specify the traits of employees, for instance age, education level, the duration of work, and the desire for success.

2) Job characteristics: the state of job that employees are doing, and there are five characteristics- autonomy, variety, job identification, feedback, and opportunity for optional interaction.

3) Work experiences: the experiences that employees have while working and that affect their feeling toward the company.

This is supported by Mowday, Porter, and Steers (1982) who classify its factors into four characteristics:

1) Personal characteristics: sex, age, education level, the duration of work, and marital status.

2) Job or Role-related: the importance of job, participation in management, opportunity for progress, the freedom to work.

3) Work experiences: believability in the company, the feeling that employees are important to the company.

4) Structural characteristics: decentralization, participation of the owner, participation of employees in decision-making.

2.1.4.2 Dimensions of Employee Engagement

Many scholars study the dimensions of employee engagement in the same way, which is based on three factors: emotion, motivation and rationality. Thus, in order to understand employee engagement, it is necessary to understand all three of its dimensions. The scholars who agree with this way are as follows:

Towers (2009) defines employee engagement as encompassing three dimensions:

1) Rational dimension: How employees understand their responsibilities and roles.

2) Emotional dimension: How much passion employees bring to their job and company.

3) Motivational dimension: How willing employees are to devote effort to perform their roles well.

Steers (1997) summarizes the dimensions of employee engagement, which is manifested by employees, into three characteristics:

1. Strong belief and acceptance of the goals and the values of the company.

2. Willingness to work at full capacity for the company.

3. Desiring to remain or preserve membership of the company.

2.1.4.3 The Relation between Corporate Culture and Employee Engagement

Corporate culture is the behavioral patterns of the company's members, and it includes values, thinking and beliefs which affect not only the engagement of employees in company, but the productivity and the performance also. Therefore, the main function of corporate culture is to control members' behaviors to achieve the mission. When the mission is completed, the company can adapt and survive in its environment (Waranusantikule, 1996).

Another function is to create and develop employee engagement, as the success of the company depends on employees' mission. If they work at their best, the company will be fulfilled; thus, corporate culture develops the feelings and emotions of employees to engage with company and sacrifice for it (Smircich, 1983).

Moreover, it is a behavioral controller that does not make members feel in control. Because companies use the group process, such as norms, values, beliefs and attitudes of members in the group, the members are unaware that they are controlled. Employees' engagement is the feeling and performance of employees in

the company that should be supported by controlling without feeling in control. That is to say that corporate culture should be used to control the organizational members.

Consequently, corporate culture is the main factor of employee engagement because it affects the behaviors of members in the company. If the leaders study and understand their own corporate culture, they can orient the performance of employees in accordance with the company's goals. However, orienting employees' performances should be result in employees not feeling in control, and lead them to commit and dedicate themselves to the company.

2.1.5. Korean Culture and Thai Culture

2.1.5.1 Korean Background

The Korean Peninsula is an area with one of the longest documented histories in the world. Back to the Gojoseon era, which was the earliest in Korean history, the Korean Peninsula was a land of various tribes, and it expanded the border up to the northern part of the Korean Peninsula and some parts of Manchuria. Because of many conflicts with Chinese (Han dynasty), the Korean Peninsula was invaded and occupied by China.

After independence, the Korean peninsula was divided into three powerful states: Goguryeo, Baekje, and Silla; this was known as the Three Kingdoms era. The three states fought for control of the Korean peninsula. In the end, Silla won and unified the Korean peninsula in 676. During Unified Sillawas era, many Korean scholars went to China and brought Chinese culture back to the state, especially Confucianism.

In 1910, the last dynasty ended and the Korean peninsula was occupied by Japan. During the colonial period (1910-1945), Japanese banned the teaching of Korean language and history, and forced Korean people not only to speak and teach Japanese, but also to use Japanese names. However, Korea under Japanese rule was modernized with new roads, railroads and new schools.

After World War II, Japan lost the war and Korea came to be a proxy of the Cold War between the United States and the Soviet Union. Consequently, the Korean peninsula was divided into two countries along the 38th parallel, and led both to different regimes and economic systems. At that time, South Korea was supported by the United States.

In brief, the Korean peninsula is located among powerful countries, such as China, Japan, Russia and the U.S. It is a strategic location which superpowers used as a battlefield. Because of this, Korean people had to suffer in the vortex of war for a long time, especially during the Japanese colonial period. Therefore, all of these feeling - the strong sense of national unity and destiny, the bitterness and anger of colonial experience -led Korean people to be ambitious and work hard in order to develop their countries. Nowadays, South Korea has achieved rapid economic growth and become a developed country with an advanced industrial base equivalent to Japan. It has topped the ranking of high-income countries and is referred to as one of Asian Tigers.

2.1.5.2 Changing of Korean Firms

After the Korean War, Korean firms changed following the economic policy of the government. In the 1950s, the government designed economic policy to jump

start the economy after the Korean War. At that time, foreign aid, especially from the U.S., helped to do that. Thus local businesses were formed and the forging of favorable government business relations was started.

From the 1960s to early1970s, the government was interested in developing labor-intensive industries, such as textiles and consumer electronics. The Korean business community quickly joined in developing these industries, and it led the government to limit the formation of labor unions in these industries.

From the mid-1970s to mid-1980s, the target of industrial policy was changed from light industry to heavy industry; therefore Korean firms shifted their business focus to heavy industry. Now, Korean firms emerged as huge businesses, and they greatly expanded their businesses in the automobile, steel, telecommunication and other industries.

During the late 1980s until 1997, Korean firms achieved success in international markets, including automobiles, shipbuilding, and consumer electronics. As the United States and Europe wanted the liberalization of the Korean economy, the Korean government got Organization for Economic Co-operation and Development (OECD) membership and proceeded to implement a more aggressive liberalization policy (Lee and Lee, 1997). They began to support labor unions and their network, so the welfare of labor was improved. Under this aggressive liberalizing policy, Korean business and labor went a long way. In late 1997, because of the financial crisis, the government decided to call on the IMF for help.

2.1.5.3 Korean Corporate Culture

In the past five decades, Korean firms have achieved phenomenal success and their corporate culture has emerged as one of the most dynamic corporate cultures in the world. At that time, the most powerful growth was an engine for the Korean economic miracle, with companies such as Samsung, LG, and Hyundai becoming well known in the global market within a short period.

For characteristics of Korean corporate culture, they can be summarized as follows:

1) Long working hours

Korean people work extremely long hours, more than other developed countries. According to the Organization for Economic Cooperation and Development (OECD), Koreans are the only workers who put in more than 2,000 hours a year.

Spending more time at work becomes a rule in a company, which everybody has to do for the group and company. This habit is influenced by Confucianism which is based on the belief that people must work for the good of the group and the good of the nation, while personal needs are less important. And this belief has worked well in Korean business.

2) In-group Harmony

When working in-group in a Korean organization, harmony is one of the most important factors, and it has become the main core of Korean corporate culture. The objective of in-group harmony is to make employees sacrifice to the goals of the group, and the company will take care of employees while the leaders will help the subordinates.

3) Optimistic Progressivism

In the 1960s and 1970s, General Park Chung-Hee established aggressive industrial reform and promoted long working hours in the factories. In addition, his government encouraged Korean people to work hard and sacrifice for the good of the nation.

Even today, the slogan "work hard" is a common slogan that every company must have in order to encourage employees and confirm its progress. However, there is also much progressivism, resulting in behavior marked by a "hurry up" or "Balli Balli" attitude toward employees, which can lead to process-neglecting attitudes.

4) Drinking

Another style of Korean workers is drinking alcohol. It can be said that drinking is a significant part of work life. When doing business or work with Koreans, workers or business partners must follow the ritual of drinking because Korean people believe that going out to drink with colleagues or subordinates is the key to knowing more about the personality of one's counterparts and to establishing trust.

2.1.5.4 The Factors of Korean Corporate Culture

Korean and Western scholars describe the corporate culture and management style of Korean firms as being formed by several determining factors. Firstly, the cultural legacy or Confucianism, which is the oldest tradition and has dominated values, attitudes, behavior, the family system and social structure of Korean people for the past 500 years. Confucianism not only influences Korean society and national culture, but management style also. Its values, for instance

respect for the elderly, and harmonious relations, have affected inter-personal relations and work style.

- The 5 keys of Korean cultural legacy

1. Emotional harmony: it emphasizes relationships beyond the group and emotions. It means everything is based on good mood and satisfactory state of affairs and not hurting another's emotions because they believe that the key for achievement in organizations, including family, and society, is keeping good relations among members (Lee and Lee, 1997).

2. Hierarchy: according to traditional Confucian spirit, the relationship between persons is based on social status such as gender, age, and position. Thus, in an organization also, it is based on a seniority system and focus on loyalty to those who are of higher rank. Employees have unconditional commitment to their chief and organizations (Lee and Lee, 1997).

3. Out-group discrimination: Korean people tend to separate themselves from others. They interact with in-group and out-group differently. They consider the out-group people as potential competitors.

4. Networking: Koreans try to build their personal connections that are embedded in blood relations, similar to the Chinese. They prefer to trust the members who come from the same country, hometown, families, region, and actually high school classmates.

5. High context orientation: Due to Korean history, they are a relatively homogeneous ethnic group and communication is based on a shared context, which means they are a high-context society.

Second, Korean corporate culture was influenced from the social climate that was inherited from the political situation, policy and socio-political factors in Korea. After World War Two, the Korean peninsula was divided between North and South and faced the cold war. The most important issue at that time was survival and this has formed the principle of its governing. Military government took power by a coup and made a policy which was understood as development plans for industrial and economic growth. Therefore, the elites believed that it was the best way of survival for their companies. Since 1962, political and civilian leaders have set and managed the targets of national economic growth. And it has influenced the social climate and infiltrated every aspect of civilian life. Military experience has an influence on creating a management model and how it should be designed and operated. Due to the lack of natural resources, industrial technology, financial resources, its economic development policy has made Korea depend on other industrialized countries, especially the West. They have learnt and copied technology and management style from those countries.

Thirdly, the Chaebol, or big business groups, have an important role in the Korean economy. The main role is the power and leadership of Chaebol's founders. The influences of the founders not only affect the corporate culture, but business strategy also. In Korean firms, there are three systems that drive Korean business. One is family-controlled management. The founder and family members, whether siblings or children, have important positions in the company. And the next one is paternalistic leadership. Within the company is like a family and has the founder as father who decides and determines everything in that family. Another system is entrepreneurial orientation. It is the ambition and impulse of the founders for

achieving and growing, such as setting a high goal and working harder than anyone else (Cho and Yoon, 2001).

The last factor that affected Korean corporate culture is Japanese and US Management style. Korean firms have felt an impact from Japanese and American business partners, clients and competitors over the past five decades.

2.1.5.5 Thai Culture

The Thai value systems can be derived from the empirical data from two national samples. Komin (1990), who demonstrates the remarkable overall consistency overtime and across groups, has provided some highly consistent and culturally meaningful data which indicate the cognitive dimension underlying the Thai social system. Consequently, she is able to further identify the nine value clusters, based on the relative correlations among values and through use of inter-subjectivity method from a number of scholars familiar with Thai culture and personality.

According to the priority of importance, the nine value clusters represented the dimensions whereby characteristics of individuals, groups and the nation can be meaningfully described. In addition, to explain the Thai national character, the grouping of nine value clusters is based more on Instrumental values- the common means for the achieving varying goals, due to the nature as well as to its findings.

In nature, Instrumental values, as modes of behaviors serving as means, instrumental to the attainment of the goals, reflect the effective social interaction patterns of a culture. Logically, different cultures may have subtly socialized different means to attain goals. Thus, the finding of Thai Instrumental values should be able

to reveal the culturally learned patterns of social interaction, which Thai people have learnt to use to survive and function effectively in Thai society. The awareness of this dimension, on the part of those responsible for the upbringing of men and women of god in this particular culture, will indeed contribute to a better accompaniment process.

Together with in-depth studies, research data render support to the overall picture that the Thai social system is first and foremost a hierarchically structured society where individualism and interpersonal relationships are of utmost importance. Moreover it is reflected in the following nine value clusters on a continuum of psychological importance from high to low. It should also be born in mind that the higher the order, the closer to the self and the more likely it is to be activated to guide actions.

- The nine value clusters

1) Ego Orientation: Thai people have a deep sense of dignity, pride and the individual, and preserving one another's ego is the basic rule of all Thai social interactions. The key value of this orientation is the 'face-saving' value that is the first standard to consider in any kind of judgment. So making a person lose face is to be avoided at all cost. According to the sensitive ego or face, criticism of whatever type is an insult to the person, and a social affront.

2) Grateful Relationship Orientation: it is identified by the highly grateful character and the pattern of 'bunkhun relationship', which is a kind of the psychological bond between two people. For instance, when workers face a problem, and the leader comes to help and solve it, the worker will feel grateful and have to

reward the leader somehow. This value will lead to successful completion of tasks due to the good relationship between the workers and the leaders.

3) Smooth Interpersonal Relationship Orientation: this value is referred to as 'surface-harmony', which is characterized by the preference for politeness, humbleness and a non-aggressive personality, which is expressed through manners and appearance. In addition, the Thai people prefer a relaxed and pleasant interaction, so this explains the smiling and friendly nature of the Thai people.

4) Flexibility and Adjustment Orientation: this orientation is referred to as 'switching' behaviors. The Thais are situation-oriented, not principle nor ideologically-oriented, neither are they system-oriented. This means Thai people may change their thinking and behavior depending on the situation. Thus, it is common that people have 'decision-shifting' behavior, such as position-switching, vote-switching, even rules switching.

5) Spiritual Orientation: Around ninety-five percent of Thai people are Buddhist, and Thailand is the only country where the king is required by the constitution to be a Buddhist. Therefore, the Thai people generally place a high value on 'religious and spiritual life', and this is manifested in religious beliefs, in super natural behavior, and in fatalistic attitudes, which build up some mental balance in a person. Buddhism defines human existence as suffering, and Buddha described the law by symbolizing it as a wheel of life, which spins endlessly, to help the individual seek a better destiny. This can explain 'how and why' things happened in the present. When negative experiences happen, Thais believe that karma causes all. In business, this belief has led to most Thais lacking ambition and competitiveness (Leppert, 2004). They will work hard when the benefit is visible and

immediate. However, if that benefit is deferred later, they will seldom work extra hard for it.

6) Education and Competence Orientation: this value is the idea of education as a method to climb up the social ladder. The Thais view all kinds of prestigious symbols, decorative external labels, decoration, and degrees as something to be possessed.

7) Interdependence Orientation: This orientation reflects the community that has collaboration through the value of co-existence and interdependence. Thai people have the high order values of 'ego', 'smooth interpersonal relationship', and 'flexibility'; thus, even when there are different ethics among the group, collaboration still takes place in society. The most obvious example is Thai Buddhists and Thai Moslems in the southern part of Thailand.

8) Fun-Pleasure Orientation: Thailand has gained the image of 'land of smiles' because of the marked characteristics of this orientation that are the joyful behaviors, easy-going, fun-loving, pleasant interactions, and the 'light' approach towards things or situations. This value of fun-pleasure was suggested as the important mechanism to keep smooth social relationships and in face-to-face social relationships. So the interactions of Thai people tend to be light, pleasant and perhaps careless. In Thai companies, many Thai employees consider their lives to be the center of their individuality. They think and talk about their personal lives when on a job. Besides expecting work to be fun, they expect time off during working hours to go out on errands and to socialize (Leppert, 2004). Some scholars suggest that Thai people are easily bored, do not do anything that is not fun, and consider this characteristic as a lack of serious commitment and sustained level of hard work.

9) Task -Achievement Orientation: this value is characterized by the achievement motivation which emphasizes the internal drive toward achievement through hard work. According to Komin (1990), the research data show that most Thai people ranked the hard working value much lower than the social relationship value, and they consider maintaining good relationships more important than work. It shows that Thais have a very low achievement need.

2.2. Empirical Evidence

There are many researches that relate to corporate culture of many countries as well as the relationship between corporate culture and employee engagement.

Hofstede (1987) first conducted a significant study of work-related cultural values among employees of a multinational company in 1980. He collected data from a large multinational company, IBM, in forty different countries. According to his analysis, he classified work-related cultural dimensions into four dimensions, including power distance, uncertainty avoidance, individualism, and masculinity.

In 1987, The Chinese Culture Connection identified a new cultural dimension, Confucian Work Dynamic, and conducted Chinese Value Survey (CVS) based on traditional Chinese values among university students in twenty-two different countries. The results of this survey show that there are three of four factors that correlate with Hofstede's cultural dimension, and the only one factor that does not correlate with Hofstede's cultural dimension is Confucian Work Dynamic. The new dimension refers to four items, which represent the Confucianism of Chinese society, including ordering relationship, persistence, thrift, and having a sense of shame.

Therefore, he adopted this non-Western cultural dimension as the fifth dimension in 1990, and renamed it as Long-term Orientation in 2001.

Furthermore, he proposed six areas for continued research, including (1) non-Anglo cultural dimensions, (2) additional countries, (3) cultural change over time, (4) sub-cultures, such as occupational, regional, and organizational culture or corporate culture, (5) the consequences of cultural dimensions, and (6) foreign organizational and management theories.

According to Hofstede's study, Korean and Thai culture have different values in many dimensions as follows:

Table 2.8 Comparison of Korean and Thai Corporate Culture

Dimensions of Corporate culture	South Korea	Thailand
1. Large Power Distance (100%)	60%	64%
2. Individualism (100%)	18%	20%
3. Feminine (100%)	39%	34%
4. Strong Uncertainty Avoidance (100%)	85%	64%
5. Long term Orientation (100%)	75%	56%

Source: Hofstede (2001)

Korean and Thai culture tend to be similar in terms of large power distance, individualism and Feminine dimensions. This implies that the roles and powers between leaders and subordinates are unequal. the working style of employees is collectivism, and men usually play important role in company. While in terms of the strong uncertainty avoidance dimension and long term orientation, Korean and Thai culture tend to be different.

In terms of uncertainty avoidance, Korean culture emphasizes on hard working, serious atmosphere and time, while Thai culture is more comfortable. Furthermore, in terms of planning, Korean culture tends to be long-term orientation where relationship in company is framed by status, and personal adaptability and being thrifty is important. While Thai culture tends to be short-term orientation. These companies focus on quick result, being thrifty is not important, the status is not a major issue in relationship, and leisure time is important in these companies.

Pornpiran (2004) studied the differences of organizational culture between Japanese companies and American companies in Thailand. The study used questionnaires, and the sampling group included 22 Japanese and 10 American managers, and 97 Thai staff in Japanese companies and American companies which were located in Samutprakarn, Pathumthani, Chachoengsao and Chonburi in 2004. .

The questions of this study were divided into 8 dimensions of organizational culture: Masculinity, Individualism, Collectivism, Human Orientation, Achievement Orientation, Future Orientation, Power Distance, and Uncertainty Avoidance. The result showed that Japanese companies and American companies are different in seven dimensions of corporate culture: Masculinity, Individualism, Human Orientation, Achievement Orientation, Collectivism, Future Orientation, and Uncertainty Avoidance. Nevertheless, Japanese companies and American companies are not different in regard to Power Distance. The study summarized the factor analysis into three factors: 1) Unity and driving power in organization, 2) Degree of cultural misunderstanding, and 3) Degree of hierarchical authority.

Buatate (2009) studied organizational culture and employees' engagement at F&N Dairy (Thailand) Limited company. The study used questionnaires as a research tool, and the sampling group was 80 employees of F&N Dairy (Thailand) Limited company in 2009.The study focused on 6 aspects: Power Distance, Uncertainty Avoidance, Individualism, Collectivism, Attitude and Behavior. The results were as follows: 1) Employees' overall opinions toward organizational culture and employees' engagement were at a median level. When considered in the various aspects, attitudes were at the highest level and the next was behavior and uncertainty avoidance. 2) Employees in different demographic groups had opinions with no difference at a significant level, and when considered in the various aspects, the only employees of different status had differences in overall opinions, about uncertainty avoidance. That means employees are careful in working due to fear of mistakes.

Singtae (2011) studied organizational culture and employee engagement at Donkaew Tambon Administrative Organization, Chiang Mai Province. The study used questionnaires to collect the data, and the sampling group referred to 80 officers of Donkaew Sub district Administrative Organization. The study was divided into 2 sections: 1.) organizational culture section; the questions were divided into 3 styles: Constructive style, Passive/Defensive style, Aggressive/Defensive style, 2.) employees' engagement section; the questions were divided into 3 aspects: Strong belief in and acceptance of the goals and values of the organization, Willingness to work at full capacity for the organization, Desire to preserve membership of the organization. The result of the study was the organizational culture was comprised of 3 styles; the maximum level was Constructive style, the medium level was the Passive/Defensive

style, and the minimum level was Aggressive/Defensive style. And the officers' engagement in this organization was found to be at the maximum level. According to the statistics, the constructive style was found to be at 0.05 while the Passive/Defensive style and Aggressive/Defensive style had no relationship with the officers' engagement toward the organization.

Table 2.9 Previous Research of Foreign Researcher

Author	Research Objective	Data	Theories	Result
Hofstede (1997)	identified work-related cultural dimensions into five dimensions, including power distance, uncertainty avoidance, individualism, masculinity, and long term orientation.	Employees who work in large multinational company, IBM, in 40 different countries. He started to conduct this study in 1980-2001.	Work-related cultural value among employees of multinational company	1) Thai and Korean corporate culture is similar in terms of power distance, individualism and masculine dimension. 2) There are the different between Thai and Korean corporate culture in terms of uncertainly avoidance and long term orientation which is Korean corporate culture have a higher level of uncertainly avoidance and long term orientation dimensions than Thai corporate culture.

Table 2.10 Previous Research of Thai Researchers

Author	Research Objective	Data	Theories	Result
Pornpirun (2004)	To study the differences of organizational culture between Japanese companies and American companies in Thailand	22 Japanese managers and 10 American managers, and 97 Thai staffs in Japanese companies and American companies which located in Samutprakarn, Pathumthani, Chachoengsao and Chonburi in 2004	Hofstede's cultural dimensions theory	1) different in 7 dimensions of corporate culture –Masculinity, Individualism, Human Orientation, Achievement Orientation, Collectivism, Future Orientation, and Uncertainty Avoidance. 2) Not different in type of Power Distance.
Buatate (2009)	To study organizational culture and employees' engagement	80 Employees of F&N Dairy (Thailand) Limited company in 2009	Hofstede's cultural dimensions theory, and engagement approach	1) Employees had overall opinions toward organizational culture and employees' engagement at median level. And attitudes were a highest level and the next was behavior and uncertain avoidance. 2) Employees in different demographic characteristics had opinions with no difference at significant level, and employees in different status had difference in overall opinions on uncertain avoidance.

Author	Research Objective	Data	Theories	Result
Singtae (2011)	To study organizational culture and employee engagement of Donkaew Tambon Administrative Organization, Chiang Mai Province	80 officers of of Donkaew Tambon Administrative Organization in Chiang Mai Province in 2011	The questionnaire was divided into three style: Constructive style, Passive/Defensive style, Aggressive/Defensive style. And the employees engagement was divided into 3 aspects: Strong believing and accepting the goal and the values of organization, Willingness to work at full capacity for organization, Desiring to remain or preserve a membership of organization.	There is the relationship between the officer engagement and corporate culture in terms of the constructive style.

CHAPTER III

RESEARCH METHODOLOGY

This chapter describes the methodology of this study. The first part presents the conceptual framework of the relationship between corporate culture and employee engagement in a multinational company. Data collection and research method used to analyze data are in the second part and the third part.

3.1. Conceptual Framework

3.1.1 Culture Approach

Culture is both the visible behaviors of members, and the invisible values which are rooted in members' thinking and beliefs, in companies also. Additionally, it is impossible to study just one side. Therefore, in order to inclusively understand existing culture, it should be studied in terms of values, beliefs and behaviors.

According to this approach, the researcher believes that corporate culture is a pattern of behaviors that is shared by members, including values, thinking and beliefs which influence their expression. Consequently, in this study, the researcher chose to study shared values, beliefs and attitudes that affect members' behaviors in five dimensions. While the satisfaction with the corporate culture and the employee engagement is measured to analyze its relationship.

Figure 3.1 Conceptual Framework
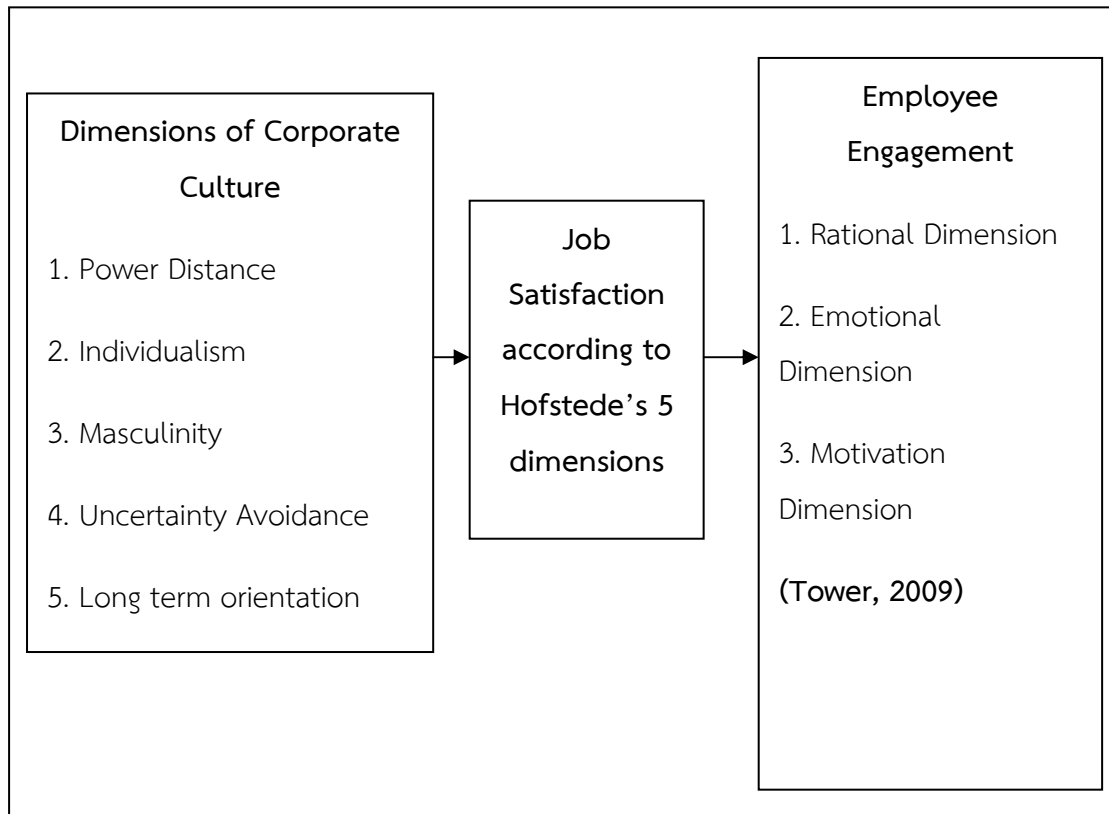
3.1.2 Dimensions of Culture

To measure values, beliefs and attitudes, the questions are adapted from Hofstede's five dimensions of culture because it can cover all of the 3 variables - values, attitudes, and behaviors. The questions are divided into 5 dimensions as follows:

Table 3.1 Dimensions of Culture

Dimensions	Factors according to Hofstede's five dimensions
1. Power Distance	**Hofstede's dimension 1(Power Distance):** this aspect measures unequal power in workplace which the less powerful members expect and accept, and the way that the leader treats subordinates.
2. Individualism	**Hofstede's dimension 2 (Individualism versus Collectivism):** this aspect measures the characteristics of organizational members, and cooperation within company.
3. Masculinity	**Hofstede's dimension 3 (Masculine versus Feminine):** measures the relationship between male and female roles in an company.
4. Uncertainty Avoidance	**Hofstede's dimension 4 (Uncertainty Avoidance):** measures the feeling of organizational members that they are threatened by uncertain situations and try to avoid them.
5. Long term orientation	**Hofstede's dimension 5 (Long term versus Short term orientation):** this measure what organizational members stand for, and the characteristics of working style.

Source: Hofstede (1997)

3.1.2 Employee Engagement Approach

To measure Thai employees' engagement, the questions are adapted from Tower (2009) because it can cover both aspects of behaviors and attitudes. Thus, the questions are divided into three dimensions which are Rational Dimension, Emotional Dimension, and Motivational Dimension.

Table 3.2 Dimensions of Employee Engagement

Dimensions	Detail
1. Rational Dimension	This measures how employees understand their responsibilities and roles.
2. Emotional Dimension	This measures how much passion employees bring to their job and company.
3. Motivational Dimension	This measures how willing employees are to devote effort to perform their roles well.

Source: Tower (2009)

3.2 Data Collection

This study is focused on culture and employee engagement, and the relationship between satisfaction with culture and engagement of employees in Korean multinational companies in Thailand.

3.2.1 Primary Data

This study uses questionnaire to collect data from Thai employees who work in Korean MNCs in Thailand. In addition, personal interviews are conducted in order to support the findings of this study.

3.2.2 Population

The population of this study is Thai employees who are working at Korean companies in Thailand. Employees refer to Thai managers, and office workers. In addition, multinational corporations refer to Korean companies of large, medium and small size in order to compare how transitions of those companies are different. Approximately there are 650 employees from these three companies.

3.2.3 Sample Size

According to the Yamane table (Yamane, 1967), when the population in the study is around 650, the sample size should be at least 241 respondents in order to have 95% confidence level.

3.2.4 Sampling Method

In this study, Korean multinational companies in Thailand are divided into three sizes based on the number of workers[1]. This study investigates the culture and employee engagement of three Korean MNCs in Thailand which are the small, medium and large Korean MNC. Thus, 300 questionnaires were distributed to Korean companies in Thailand, 30 questionnaires to a small Korean MNC, 100 questionnaires to a medium Korean MNC, and 150 questionnaires to a large Korean MNC, in order to get the target amount of the number of the sample group.

3.2.5 Questionnaire Distribution

The questionnaire is divided into four parts, including personal information, culture in the company, satisfaction with culture in the company, employee engagement.

Part 1: Personal information

The questions are about the personal information of the respondent: sex, age, marital status, education level, position, department, duration of work, and salary.

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[1] The firms can be classified in to different sizes according to number of workers. The firm with less than 50 workers is a small–size firm, with 50-199 workers is a medium-size firm, and with more than 200 workers is a large-size firm (Office of Small and Medium Enterprises Promotion (OSMEP), 2000).

Part 2: Culture in the company

The questions are about culture in Korean MNCs in Thailand, and divided into 5 dimensions (Hofstede, 1997):

1) Power Distance

2) Individualism

3) Masculinity

4) Uncertainty Avoidance

5) Long term orientation

To measure the agreements of employees in Korean MNCs, the Likert scale was adapted from Spector's Survey. And it will be divided into 4 levels of choice: (1) strongly disagree, (2) disagree, (3) agree, (4) strongly agree.

Part 3: Satisfaction with culture in the company

The questions are about the satisfaction level in each dimension of culture in the company. Its level will be divided into 4 levels: (1) strongly dissatisfy, (2) dissatisfy, (3) satisfy, (4) strongly satisfy.

Part 4: Employee engagement

The questions are about engagement of employees in Korean companies in Thailand, and divided into 3 dimensions (Tower, 2009):

1. Rational Dimension: employees understand their roles and responsibilities.

2. Emotional Dimension: employees bring the passion to the job and company.

3. Motivation Dimension: employees are willing to sacrifice for their job and company.

It will be measured in 4 levels: (1) strongly disagree, (2) disagree, (3) agree, (4) strongly agree.

3.2.6 The Average Level of Score

- The measurement criteria of corporate culture

  The score between   1.00-1.50   The level of corporate culture is very low

  The score between   1.51-2.50   The level of corporate culture is low

  The score between   2.51-3.50   The level of corporate culture is high

  The score between   3.51-4.00   The level of corporate culture is very high

- The measurement criteria of satisfaction with culture

  The score between   1.00-1.50   The level of satisfaction is very low

  The score between   1.51-2.50   The level of satisfaction is low

  The score between   2.51-3.50   The level of satisfaction is high

  The score between   3.51-4.00   The level of satisfaction is very high

- The measurement criteria of employee engagement

  The score between   1.00-1.50   The level of engagement is very low

  The score between   1.51-2.50   The level of engagement is low

  The score between   2.51-3.50   The level of engagement is high

  The score between   3.51-4.00   The level of engagement is very high

3.3. Data Analysis

Data analysis will describe the differences of culture in cases of Korean MNCs in Thailand and the relationship between satisfaction with culture in company and employees' engagement.

3.3.1 Hypothesis

From the study, there are two objectives, which are to examine the differences of culture in Korean companies in Thailand, and to analyze the relationship between satisfaction with culture and employee engagement. Thus the hypothesis is divided according to the objectives as follows:

- **Objective1:** to examine the differences between culture in Korean companies in Thailand and Korean culture in Korean company in Korea.

   - Hypothesis 1: In terms of the power distance dimension, culture in Korean companies in Thailand tends to be similar to Korean culture in Korean companies in Korea.

   - Hypothesis 2 In terms of the individualism dimension, culture in Korean companies in Thailand tends to be similar to Korean culture in Korean companies in Korea.

   - Hypothesis 3 In terms of the masculinity dimension, culture in Korean companies in Thailand tends to be similar to Korean culture in Korean companies in Korea.

   - Hypothesis 4 In terms of uncertainty avoidance, culture in Korean companies in Thailand tends to be different to Korean culture in Korean companies in Korea.

   - Hypothesis 5 In terms of long term orientation, culture in Korean companies in Thailand tends to be different to Korean culture in Korean companies in Korea.

- Objective2: To analyze the relationship between satisfaction with corporate culture and employee engagement

- Hypothesis 6 Thai employees who satisfy with culture in Korean MNCs Thailand tend to have higher employee engagement.

3.3.2 Statistical Test

1. Using Descriptive Statistics to explain the personal information of Thai employees in Korean MNCs in Thailand by calculating Max, Min, Mean and standard deviation.

2. Using Compare mean to analyze whether the culture in Korean MNCs in Thailand differs from Korean culture in company in Korea from Hofstede's study. Moreover, the Fishers LSD test is used to examine the differences of culture in Korean MNCs in Thailand among three companies' sizes.

3. In order to examine the relationship between two variables which are satisfaction of culture and employee engagement, this study uses Scatter Plot. In addition, Pearson Correlation Coefficient is used to examine that when Thai employees feel that they are satisfied with culture in company, they tend to feel engage with the company as well.

CHAPTER IV

RESEARCH RESULTS

This chapter reports the results of this study and it is divided into 5 parts; first is the personal information of Thai employees, the second is the culture in the company and the third is the satisfaction with the culture in the company. The fourth is employee engagement and the last part is the relationship between satisfaction with culture and employee engagement.

4.1 Personal Information of Thai Employees

This part presents personal information of Thai employees in Korean multinational corporations in Thailand which can be divided into 11% from the small company, 33% from the medium company, and 56% from the large company. Data collecting was conducted by using questionnaire during April, 2013. There are 243 respondents: 27 questionnaires from the small company, 81 questionnaires from the medium company, and 135 questionnaires from the large company.

4.1.1 Gender of Respondents

From the data collection, the majority of respondents are female. 55.6% of respondents from a small MNC are female. For the medium and large MNCs, 63%, and 57.8% are female, respectively.

Table 4.1 Thai Employees in Korean MNCs in Thailand: Gender

Gender	Small company		Medium company		Large company	
	Frequency	Percent	Frequency	Percent	Frequency	Percent
Male	12	44.4	30	37.0	57	42.2
Female	15	55.6	51	63.0	78	57.8
Total	27	100.0	81	100.0	135	100.0

4.1.2 Age of Respondents

Most Thai employees are at the age between 20-30 years old (85.2%, 51.9%, and 54.8% for a small, medium and large Korean MNCs respectively). The second group is respondents in the group of 31-40 years old and follows by the respondents at the age between 41-50 years old.

Table 4.2 Thai Employees in Korean MNCs in Thailand: Age

Age	Small company		Medium company		Large company	
	Frequency	Percent	Frequency	Percent	Frequency	Percent
20-30 years	23	85.2	42	51.9	74	54.8
31-40 years	4	14.8	33	40.7	50	37.0
41-50 years	-	-	6	7.4	11	8.1
More than 50 years	-	-	-	-	-	-
Total	27	100.0	81	100.0	135	100.0

4.1.3 Marital Status of Respondents

Most Thai employees in all three companies are single (66.7%, 55.6%, and 62.2% for a small, a medium and a large Korean MNC respectively). The second largest group is married (25.9%, 40.7%, and 34.1% respectively). And finally, the divorced status is the smallest group in all companies (7.4%, 3.7%, and 3.7% respectively).

Table 4.3 Thai Employees in Korean MNCs in Thailand: Marital Status

Status	Small company		Medium company		Large company	
	Frequency	Percent	Frequency	Percent	Frequency	Percent
Single	18	66.7	45	55.6	84	62.2
Married	7	25.9	33	40.7	46	34.1
Divorce	2	7.4	3	3.7	5	3.7
Total	27	100.0	81	100.0	135	100.0

4.1.4 Education Level of Respondents

From the data collection, respondents of the small company all graduated with Bachelor's degree (100%). Most respondents in the medium and large companies graduated with Bachelor's degree (85.2% and 87.4% respectively) but some graduated with a Master degree or higher (14.8% and 12.6% respectively).

Table 4.4 Thai Employees in Korean MNCs in Thailand: Education Level

Education	Small company		Medium company		Large company	
	Frequency	Percent	Frequency	Percent	Frequency	Percent
Bachelor Degree	27	100.0	69	85.2	118	87.4
Master Degree or higher	-	-	12	14.8	17	12.6
Total	27	100.0	81	100.0	135	100.0

4.1.5 Position of Respondents

Most respondents of a small, a medium and a large Korean MNC in Thailand are staff (85.2%, 74.1%, and 73.3% respectively). The rest are managers (14.8%, 25.9%, and 26.7% respectively).

Table 4.5 Thai Employees in Korean MNCs in Thailand: Position

Position	Small company		Medium company		Large company	
	Frequency	Percent	Frequency	Percent	Frequency	Percent
Manager	4	14.8	21	25.9	36	26.7
Staff	23	85.2	60	74.1	99	73.3
Total	27	100.0	81	100.0	135	100.0

4.1.6 Duration of Work of Respondents

Table 4.6 shows that most of the small company's respondents have worked for 2-4 years (14 respondents or 51.9%), while most of the medium and large companies' respondents have worked less than 2 years (42 and 65 respondents or 51.9% and 48.1% respectively). Then the second largest group of small company's respondents is employees who have worked less than 2 years (6 respondents or 22.2%) and third, those who have worked more than 6 years (5 respondents or 18.5%). The second largest group in the medium and large companies is employees who have worked for 2-4 years (24 and 46 respondents or 29.6% and 34.1% respectively) and third, those who have worked more than 6 years (12 and 17 respondents or 14.8% and 12.6% respectively). The smallest group in all three companies is employees who have worked for 4-6 years (2, 3, and 3 or 7.4%, 3.7%, and 2.2% respectively).

Table 4.6 Thai Employees in Korean MNCs in Thailand: Duration of Work

Duration of work	Small company		Medium company		Large company	
	Frequency	Percent	Frequency	Percent	Frequency	Percent
Less than 2 years	6	22.2	42	51.9	65	48.1
2-4 years	14	51.9	24	29.6	46	34.1
4-6 years	2	7.4	3	3.7	3	2.2
More than 6 years	5	18.5	12	14.8	17	12.6
Missing	-	-	-	-	4	3.0
Total	27	100.0	81	100.0	135	100.0

4.1.7 Salary of Respondents

Most of the respondents in the small company have a salary less than 20,000 baht/month (23 respondents or 85.2%), some have a salary between 20,000-35,000 baht/month (4 respondents or 14.8%), and none of respondents in the small company have a salary between 35,000-50,000 baht/month or more than 50,000 baht/month.

In comparison, the numbers of respondents in the medium company who have a salary less than 20,000 baht/month and a salary between 20,000-35,000 baht/month are equal (33 respondents or 40.7%). And the second place is the salary between 35,000-50,000 baht/month (9 respondents or 11.1%), and the salary more than 50,000 baht/month (6 respondents or 7.4%).

Meanwhile, most respondents in the large company have the salary between 20,000-35,000 baht/month (62 respondents or 45.9%) then the second place is the salary less than 20,000 baht/month (52 respondents or 38.5%), and then the salary between 35,000-50,000 baht/month (12 respondents or 8.9%). The salary more than 50,000 baht/month is the smallest group in this company (9 respondents or 6.7%).

From the results, ages of women and men are equal. In addition, they have the same level of education. But duration of work and position are different. The employees working less than two years and around two years to four years are still general staff. On the other hand, the employees working more than four years have a higher position. This shows that the basic value of Korean companies focuses on long-term employment and promotion by seniority.

Table 4.7 Thai Employees in Korean MNCs in Thailand: Salary

Salary	Small company		Medium company		Large company	
	Frequency	Percent	Frequency	Percent	Frequency	Percent
Less than 20,000 baht/month	23	85.2	33	40.7	52	38.5
20,000-35,000 baht/month	4	14.8	33	40.7	62	45.9
35,000-50,000 baht/month	-	-	9	11.1	12	8.9
More than 50,000 baht/month	-	-	6	7.4	9	6.7
Total	27	100.0	81	100.0	135	100.0

4.2 Culture in Company

To measure culture in all three sizes of company, the questions are adapted from Hofstede's 5 dimensions of culture (Hofstede, 2001). It is divided into 5 dimensions which are power distance dimension, to see the way that the leader treats subordinates and whether the less powerful employees expect and accept the unequal power in the workplace. The second dimension is collectivism dimension, to see the characteristics of Thai employees, and their cooperation within the company and the third dimension is masculinity dimension, to measure the relationship between male and female roles in the company. The fourth dimension is uncertainty avoidance dimension, to see the feeling of Thai employees, whether they are threatened by uncertain situations and try to avoid them; and the last dimension is long term orientation dimension, to measure what Thai employees stand for, and the characteristics of working style.

These results are divided into three parts, including culture of the small company, culture of the medium company, and culture of the large company.

4.2.1 Culture of the Small Korean MNC in Thailand

Table 4.8 shows the overview of culture in a small company, with a high level of all dimensions. Considering each dimension, long term orientation, uncertainly avoidance, and masculinity, which are the top three highest level dimensions, they score 2.83, 2.76 and 2.70 respectively. The lowest level in all dimensions is power distance at the score 2.53.

4.2.2 Culture of the Medium Korean MNC in Thailand

As seen in Table 4.9, the results show that the overview of the culture in a medium company suggests a mostly high level in all dimensions. Considering each dimension, Collectivism, long term orientation, and uncertainty avoidance have a three highest levels, with scores of 2.99, 2.96 and 2.78 respectively. However, there is only one dimension that has the low level. That is masculinity dimension which gain only 2.48 from Thai employees.

4.2.3 Culture of the Large Korean MNC in Thailand

Table 4.10 shows that the overview of culture in a large company reveals a high level of all dimensions. Considering each dimension, Collectivism, long term orientation, and uncertainty avoidance are the three highest levels, with scores of 2.98, 2.91 and 2.78 respectively. The lowest level in all dimensions is power distance and Masculinity dimension which are at the same score 2.53.

Table 4.8 Culture of a Small Korean MNC in Thailand

Culture dimensions	Aspect of question	level of agreement average	Overall average
Power distance	1. Managers make most decisions without consulting subordinates.	2.52	2.53
	2. Mangers use authority and power when dealing with subordinates.	2.67	
	3. Employees are able to offer their opinion when meeting.	2.37	
	4. Employees should not disagree with management decisions.	2.67	
	5. Managers should not delegate important tasks to employees.	2.44	
Collectivism	6. Employees prefer to work in group.	2.26	2.65
	7. Group success is more important than individual success.	2.74	
	8. Being accepted by the members of your workgroup is very important.	2.78	
	9. Employees consider the welfare of the group before their goals.	2.81	
Masculine	10. Meeting are usually run more effectively when they are chaired by a man.	2.63	2.70
	11. It is more important for men to have a professional career than it is for women to have a professional career.	2.85	
	12. Men usually solve problems with logical analysis; women usually solve problems with intuition.	2.19	
	13. It is preferable to have a man in high level position rather than a woman.	3.15	
Uncertainty avoidance	14. The company has clear rules and regularities.	2.74	2.76
	15. Employees know what the company expected of them.	2.41	
	16. Rules and regularities are important because they inform workers what the organization expects of them.	3.04	
	17. Employees understand the scope of work and their responsibilities as well	3.04	
	18. Standard operating procedures are helpful to employees on the job.	2.56	
	19. Instructions for operations are important for employees on the job.	2.78	
Long term orientation	20. Ordering relationships by status and observing this order is important in the workplace.	2.19	2.83
	21. Having a sense of shame is important in the workplace.	3.15	
	22. Thrift is important in the workplace.	3.07	
	23. The company reward employees for their good work.	2.93	

Table 4.9 Culture of a Medium Korean MNC in Thailand

Culture dimensions	Aspect of question	level of agreement average	Overall average
Power distance	1. Managers make most decisions without consulting subordinates.	2.52	2.51
	2. Mangers use authority and power when dealing with subordinates.	2.67	
	3. Employees are able to offer their opinion when meeting.	2.37	
	4. Employees should not disagree with management decisions.	2.67	
	5. Managers should not delegate important tasks to employees.	2.44	
Collectivism	6. Employees prefer to work in group.	2.26	2.99
	7. Group success is more important than individual success.	2.74	
	8. Being accepted by the members of your workgroup is very important.	2.78	
	9. Employees consider the welfare of the group before their goals.	2.81	
Masculine	10. Meeting is usually run more effectively when they are chaired by a man.	2.63	2.48
	11. It is more important for men to have a professional career than it is for women to have a professional career.	2.85	
	12. Men usually solve problems with logical analysis; women usually solve problems with intuition.	2.19	
	13. It is preferable to have a man in high level position rather than a woman.	3.15	
Uncertainty avoidance	14. The company has clear rules and regularities.	2.74	2.78
	15. Employees know what the company expected of them.	2.41	
	16. Rules and regularities are important because they inform workers what the organization expects of them.	3.04	
	17. Employees understand the scope of work and their responsibilities as well	3.04	
	18. Standard operating procedures are helpful to employees on the job.	2.56	
	19. Instructions for operations are important for employees on the job.	2.78	
Long term orientation	20. Ordering relationships by status and observing this order is important in the workplace.	2.19	2.96
	21. Having a sense of shame is important in the workplace.	3.15	
	22. Thrift is important in the workplace.	3.07	
	23. The company reward employees for their good work.	2.93	

Table 4.10 Culture of a Large Korean MNC in Thailand

Culture dimensions	Aspect of question	level of agreement average	Overall average
Power distance	1. Managers make most decisions without consulting subordinates.	2.52	2.53
	2. Mangers use authority and power when dealing with subordinates.	2.67	
	3. Employees are able to offer their opinion when meeting.	2.37	
	4. Employees should not disagree with management decisions.	2.67	
	5. Managers should not delegate important tasks to employees.	2.44	
Collectivism	6. Employees prefer to work in group.	2.26	2.98
	7. Group success is more important than individual success.	2.74	
	8. Being accepted by the members of your workgroup is very important.	2.78	
	9. Employees consider the welfare of the group before their goals.	2.81	
Masculine	10. Meeting is usually run more effectively when they are chaired by a man.	2.63	2.53
	11. It is more important for men to have a professional career than it is for women to have a professional career.	2.85	
	12. Men usually solve problems with logical analysis; women usually solve problems with intuition.	2.19	
	13. It is preferable to have a man in high level position rather than a woman.	3.15	
Uncertainty avoidance	14. The company has clear rules and regularities.	2.74	2.78
	15. Employees know what the company expected of them.	2.41	
	16. Rules and regularities are important because they inform workers what the organization expects of them.	3.04	
	17. Employees understand the scope of work and their responsibilities as well	3.04	
	18. Standard operating procedures are helpful to employees on the job.	2.56	
	19. Instructions for operations are important for employees on the job.	2.78	
Long term orientation	20. Ordering relationships by status and observing this order is important in the workplace.	2.19	2.91
	21. Having a sense of shame is important in the workplace.	3.15	
	22. Thrift is important in the workplace.	3.07	
	23. The company reward employees for their good work.	2.93	

4.3 Difference Between Culture of Korean MNCs in Thailand and Culture from Hofstede's Study

To measure how culture in Korean multinational companies in Thailand differ from Korean culture and Thai culture as in Hofstede (1997), this study compares culture in 5 dimensions. The results are divided into three parts as follows according to the three companies' sizes, which are small, medium and large.

4.3.1 The Small Korean MNC in Thailand

According to figure 4.1, comparing the three cultures in terms of individualism, it tends to be that culture in small Korean MNC in Thailand shows less collectivism than Korean and Thai culture in companies. In terms of uncertainty avoidance, culture in small Korean MNC in Thailand is closer to Thai culture than Korean culture, and more similar to Korean culture than Thai culture in terms of long term orientation. However, there are two dimensions in which all three cultures tend to be alike; large power distance and masculinity.

4.3.2 The Medium Korean MNC in Thailand

Figure 4.2 shows that the difference between Korean culture and culture in a medium Korean MNC in Thailand in terms of uncertainty avoidance is that culture in a medium Korean MNC in Thailand tends to has uncertainly avoidance characteristic weaker than Korean culture in companies in Korea, while the difference in terms of long term orientation is that culture in a medium Korean MNC in Thailand tends to be closer to Korean culture than Thai culture that has a long-term orientation characteristic. Nevertheless, there are three dimensions, large power distance, collectivism and masculinity, in which all three cultures tend to be alike.

Figure 4.1 Comparison of Culture in the Small Korean MNC in Thailand with

Hofstede's Study (1997)
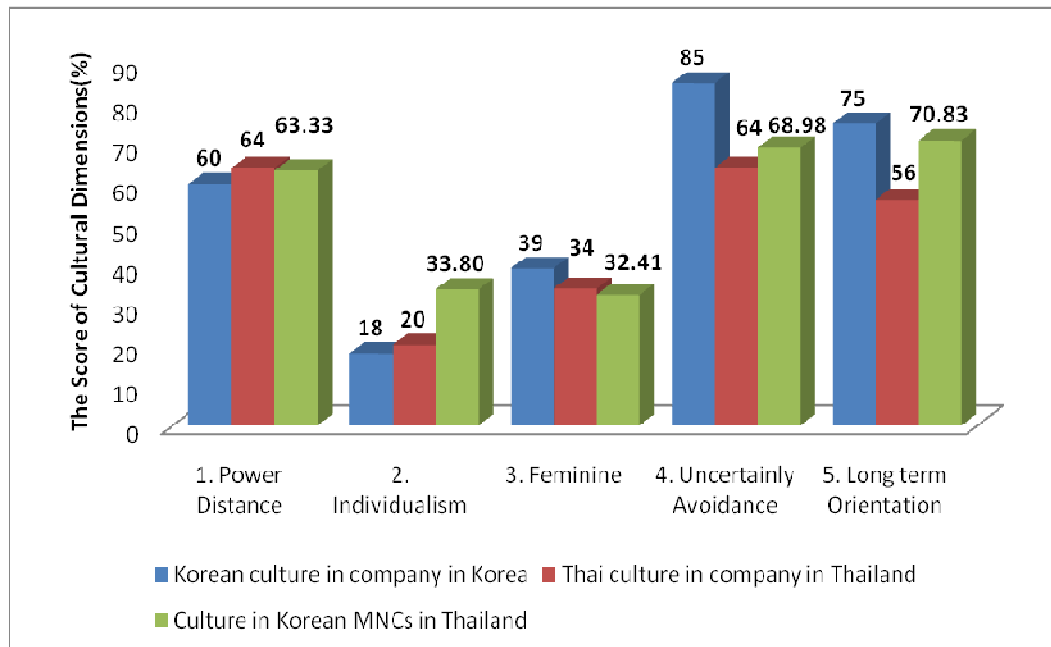
Figure 4.2 Comparison of Culture in the Medium Korean MNC in Thailand with

Hofstede's Study (1997)
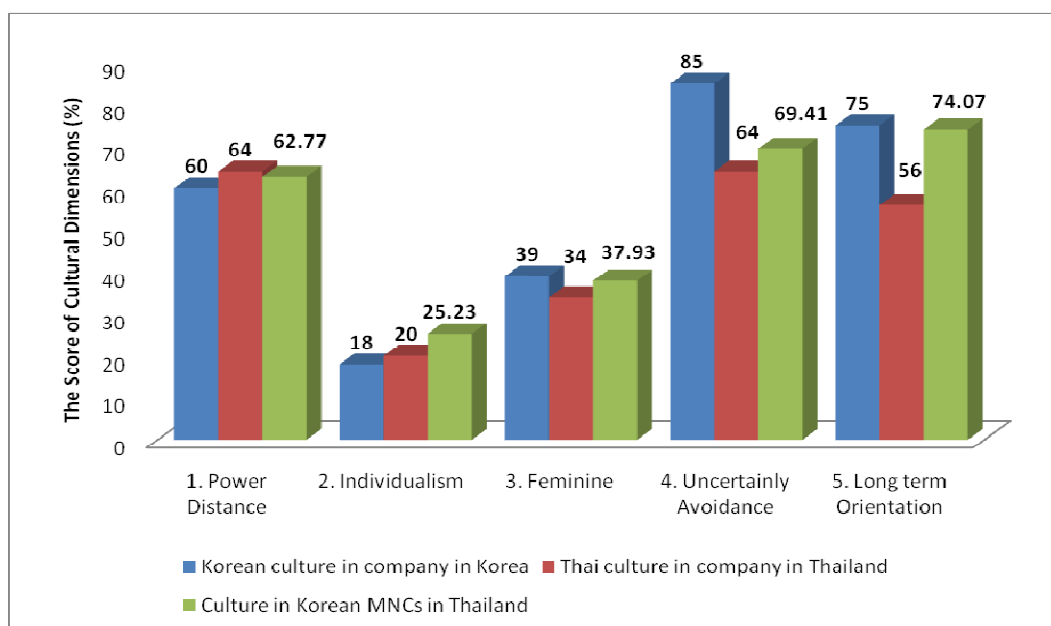
4.3.3 The Large Korean MNC in Thailand

Figure 4.3 shows that all three cultures tend to be alike in all dimensions except uncertainty avoidance dimension and long term orientation dimension. The difference between Korean cultures and culture in a large Korean MNC in Thailand in terms of uncertainty avoidance is that culture in a large Korean MNC in Thailand tends to be closer to Thai culture than Korean culture in companies. On the other hand, the difference in terms of long term orientation is that culture in a large Korean MNC in Thailand tends to be closer to Korean culture than Thai culture in companies.

Figure 4.3 Comparison of Culture in the Large Korean MNC in Thailand with Hofstede's Study (1997)
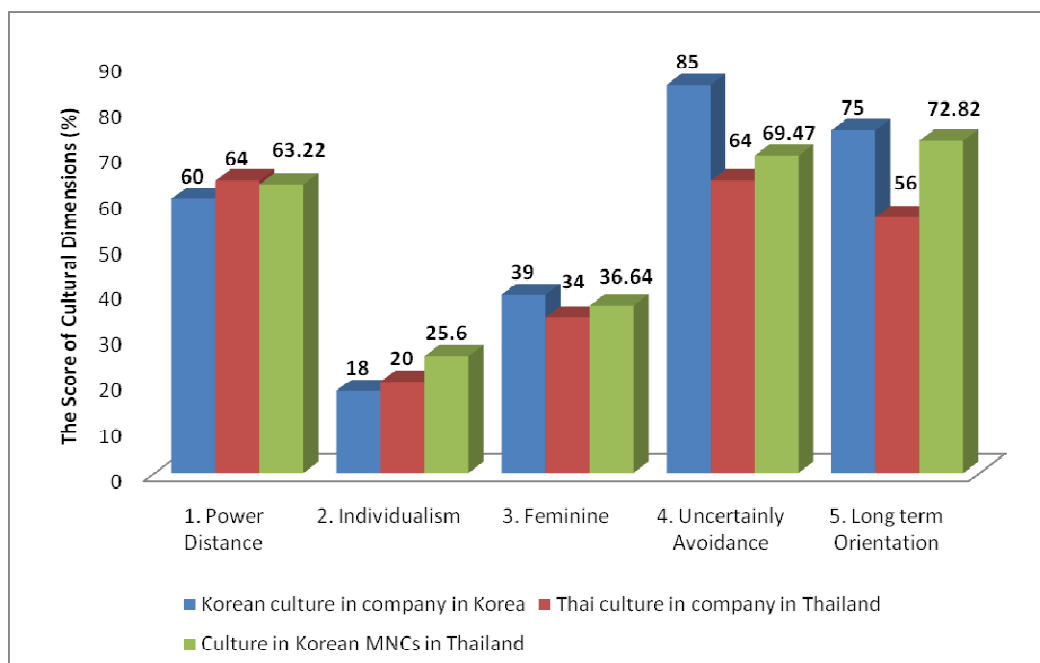
From these results, it can be concluded that the culture in Korean MNCs in Thailand in large and medium size companies is not different from Thai and Korean

culture in companies in three dimensions; collectivism, masculinity, and large power distance. This result is the same as Hofstede's study that Thai and Korean culture tend to be similar in those three dimensions. But there is only the culture of the small Korean MNC in Thailand that differs from Thai and Korean culture in terms of collectivism and masculinity dimension is that culture in the small Korean MNC in Thailand has more individualist and masculinity characteristic than those two cultures in company.

However, the culture of all three companies differ from Thai culture in companies in terms of long term orientation dimension, and differ from Korean culture in companies in terms of uncertainty avoidance. From this result, the culture of the small, the medium and the large Korean MNCs in Thailand is closer to Korean culture in companies in Korean that the relationship between leaders and subordinates is ordered by status, employees prefer to work in group, and emphasize on sense of shame and thrift, excluding the characteristic of collectivist and masculinity in the small Korean MNC in Thailand that focus on personal task and men employees to play an important role in company than other Korean MNCs size in Thailand and Korean companies in Korea. However, the atmosphere in company in Korea is more serious than the atmosphere in the small, the medium and the large MNCs in Thailand.

4.4 The Differences of Culture in Three Sizes of Company

Figure 4.4, culture in the three MNCs, shows the differences of culture in some dimensions. The medium MNC's culture tends to be similar to the large MNC's culture in all dimensions; but when compared with the small Korean MNC, there is a

difference between large and small Korean MNCs in terms of collectivism, masculinity and long term orientation. The small Korean MNC has more individualism, masculinity and less long term orientation than the large company. The reason for this difference might be because the size of company is small, so its culture is not strong enough to make the people in the company be united and follow the rules and policies of the company. In addition, because the number of members is small, the opportunities to gain promotion or play an important role are higher for men than for women.

Figure 4.4 Comparison of Culture in Three Sizes of Korean MNC in Thailand
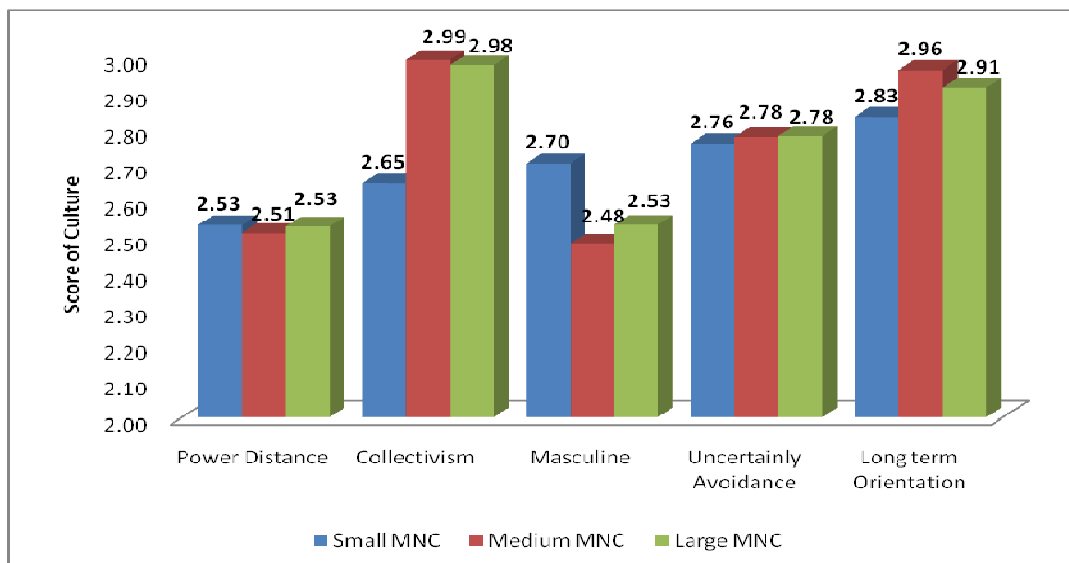
Table 4.11 The Difference of Culture in Three Size of Korean MNC in Thailand

Cultural Dimension	Company			F-Test	P-Value
	Small	Medium	Large		
Power Distance	2.53	2.51	2.53	.055	.947
Collectivism	2.65	2.99	2.98	8.198	.000***
Masculine	2.70	2.44	2.50	3.730	.025**
Uncertainly Avoidance	2.76	2.73	2.75	.060	.941
Long-term Orientation	2.83	2.96	2.91	.894	.410

*** Significant at the 0.01 level.

 ** Significant at the 0.05 level.

Table 4.11 shows that all three Korean MNCs are not different in terms of large power distance, strong uncertainty avoidance and long-term orientation, although their sizes are different. While the results of F-test in collectivism dimension and masculinity show that the means of those three companies are different at 1% and 5% significance level respectively.

From table 4.12, the result of Fisher's LSD test comparing the small, medium and large Korean MNC shows that the small and large Korean MNCs are significantly different in terms of collectivism (significant at the 1% level). The mean difference shows that small Korean MNC has less collectivist characteristic than medium and large Korean MNCs. In terms of long-term orientation, the small and medium Korean MNCs are significantly different at 1% level, and the small and large Korean MNCs are significantly different at 5% level. The mean difference shows that small Korean MNC has more masculinity characteristic than medium and large Korean MNCs.

Table 4.12 The Differences of Three Sizes of Korean MNC in Collectivism and

Masculinity Dimension

Cultural Dimension	Company		Average	Mean Difference	P-value
Collectivism	Small	Small	2.65	-	-
		Medium	2.99	-.34259	.000***
		Large	2.98	-.32778	.000***
	Large	Medium	2.99	-.01481	.794
Masculine	Small	Small	2.70	-	-
		Medium	2.44	.26852	.007***
		Large	2.50	.20370	.030**
	Large	Medium	2.44	.06481	.298

*** Significant at the 0.01 level.

** Significant at the 0.05 level.

4.5 Satisfaction with Culture in the Company

After examining the culture of Korean companies in Thailand, this part is to measure the level of Thai employees' satisfaction with the culture in their company. The results are divided into five dimensions according to dimensions of culture (Hofstede, 1997) (as in table 4.13)

Table 4.13 The Meaning of Cultural Dimension

Dimension	Explanation
1) Power Distance	Role and Power between leaders and subordinates in the company
2) Individualism versus Collectivism	A focus on the individual and collective capabilities of employees
3) Masculine versus Feminine	The roles of men and women in workplace
4) Uncertainty Avoidance	The clarity of the rules and regulations of the company
5) Long-term Orientation versus Short-term Orientation	Long-term planning of the company on work and employees' practices

Source: Hofstede (1997)

According to table 4.14, The level of satisfaction is maximized at 4, the mean of overall satisfaction is 2.65, or there is a high level of satisfaction. The minimum is 1.40 and the maximum is 4.00, while the standard deviation is 0.61415. It finds that most Thai employees, including office workers and managers, in Korean multinational companies in Thailand are satisfied with the culture of their companies.

Table 4.14 Descriptive Statistics of Satisfaction with Culture

	Number of respondents	Level of Satisfaction and Engagement			
		Mean	Max	Min	Standard deviation
Satisfaction with culture	243	2.65	4.00	1.40	0.61451

According to table 4.15, considering each company, there is a difference in employees' satisfaction of culture between small, medium and large companies in terms of Power distance and masculinity. Most Thai employees in a small company, especially office workers, are satisfied with their culture in terms of power distance, which scores 2.85, more than Thai employees in the large and medium company, which is equal at 2.69. While in terms of Masculinity, most Thai employees in large and medium companies, especially female office workers, express a higher level of satisfaction, 2.93 and 2.94 respectively, than Thai employees in the small company, which scores 2.63.

The reasons for these differences might be because of the culture of each company. If looking back to the culture of the large and medium company, it can be seen that in terms of masculinity, both companies have a lesser degree of masculinity than the small company; thus, because Thai employees in Korean multinational companies prefer to have more femininity than masculinity in the

company, most Thai employees in the large and medium companies are satisfied with the culture in this dimension at a high level. However, the small company lacks femininity, so the level of satisfaction is lower.

On the other hand, the culture of all three sizes of company in terms of power distance is similar while its satisfaction with culture is different. The satisfaction with power distance in the small company is higher than both the large and medium company. This might be because the size of company is small, and there is not a high competition within the company; therefore, Thai office workers still prefer to work under their leaders' commands. However, the large and medium companies have high numbers of employees and higher competition; thus, the numbers of office workers who feel satisfied and dissatisfied are similar. It shows that some subordinates in large and medium companies prefer to reduce the gap between themselves and their leaders.

Figure 4.5 shows the differences of Thai employees' satisfaction with culture in each dimension between small company, medium company and large company.

Table 4.15 Satisfaction with Culture of Thai Employees in Korean MNCs in Thailand According to Company Size

Culture dimensions	Small company	Medium company	Large company
Power Distance	2.85	2.69	2.69
Individualism versus Collectivism	2.63	2.62	2.52
Masculine versus Feminine	2.63	2.93	2.94
Uncertainty Avoidance	2.59	2.62	2.58
Long term Orientation versus Short term Orientation	2.59	2.52	2.45
Total	**2.66**	**2.67**	**2.64**

Figure 4.5 Comparison of Thai Employees' Satisfaction with Culture

in Korean MNCs in Thailand by Company Size
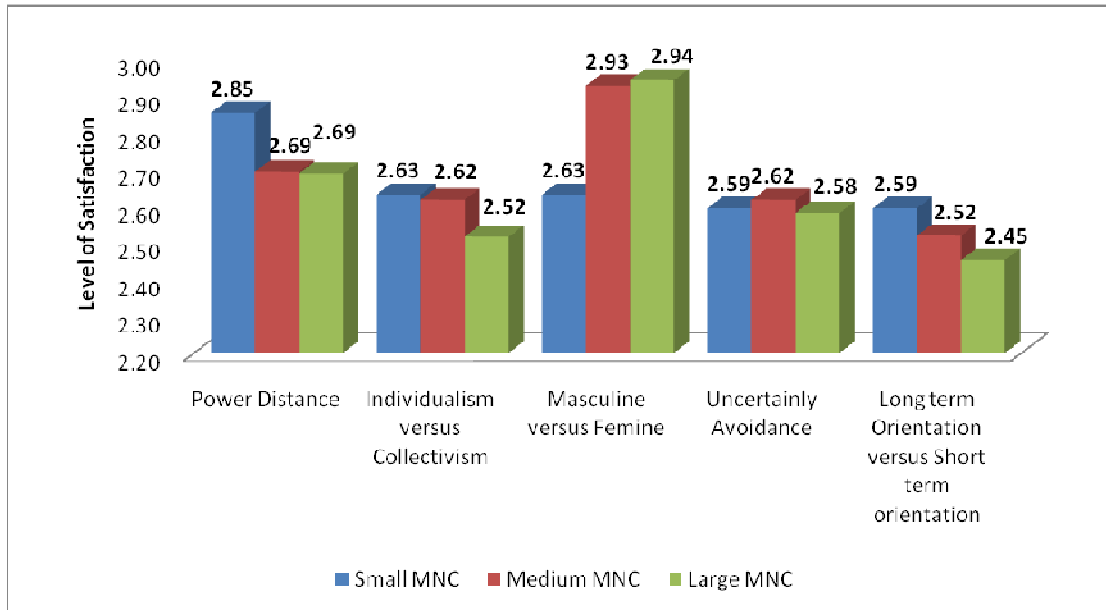
4.6 Employee Engagement

To measure employee engagement of Thai employees in three sizes of company, there are three dimensions to consider, rational dimension, emotional dimension and motivational dimension (Towers, 2009). Table 4.16 shows the meaning of three dimensions of employee engagement.

Table 4.16 The Meaning of Employee Engagement Dimensions

Dimensions of Employee Engagement	Explanation
1) Rational Dimension	Understanding of employees toward their responsibilities and roles
2) Emotional Dimension	The passion of employees that they bring to their job and company
3) Motivational Dimension	The Willingness of employees to sacrifice for their job and company

According to table 4.17, the engagement level is maximized at 4, and Korean companies in Thailand get 2.79, which is considered a high level. The minimum is 1.25 and the maximum is 3.92, while the standard deviation is 0.60023. It shows that, overall, for Thai employees Engagement in Korean multinational companies in Thailand, most Thai employees feel engaged with their company.

Table 4.17 Descriptive Statistics of Employee Engagement

	Number of respondent	Level of Satisfaction and Engagement			
		Mean	Max	Min	Standard deviation
Employee engagement	243	2.79	3.92	1.25	0.60023

Table 4.18 shows that Thai employees in all three sizes of company feel engaged with their company. The engagement level is maximized at 4, and each company gets 2.79, 2.80, and 2.78 respectively, which is considered a high level. Considering each dimension, most Thai employees in medium and large companies feel engaged with rational dimension at 2.99 and 2.98 respectively. Most of the Thai employees who feel engaged with Korean multinational companies in Thailand are office workers at the age 20-40 years old, and most of them are single. These factors show that office workers at the working-age understand their responsibilities and roles, and feel engaged with their company. It might be because of the obvious rules and regulations of the large and medium company that make the employees understand what their roles are and what the company expects them to do. Then this leads the employees to have the same goals as the company.

On the other hand, most Thai employees in the small company feel engaged with motivational dimension at 2.88. It means that most of them give precedence to their company over themselves, and they are willing to make an effort to perform their roles well. Figure 4.6 shows the trend of employee engagement of the three companies.

Table 4.18 Employee Engagement of Thai Employees in Korean MNCs in

Thailand by Company Size

Engagement dimensions	Small company	Medium company	Large company
Rational Dimension	2.87	2.99	2.98
Emotional Dimension	2.62	2.68	2.66
Motivational Dimension	2.88	2.71	2.72
Total	**2.79**	**2.80**	**2.78**

Figure 4.6 Comparison of Employee Engagement of Thai Employees

in Korean MNCs in Thailand According to Firm Size
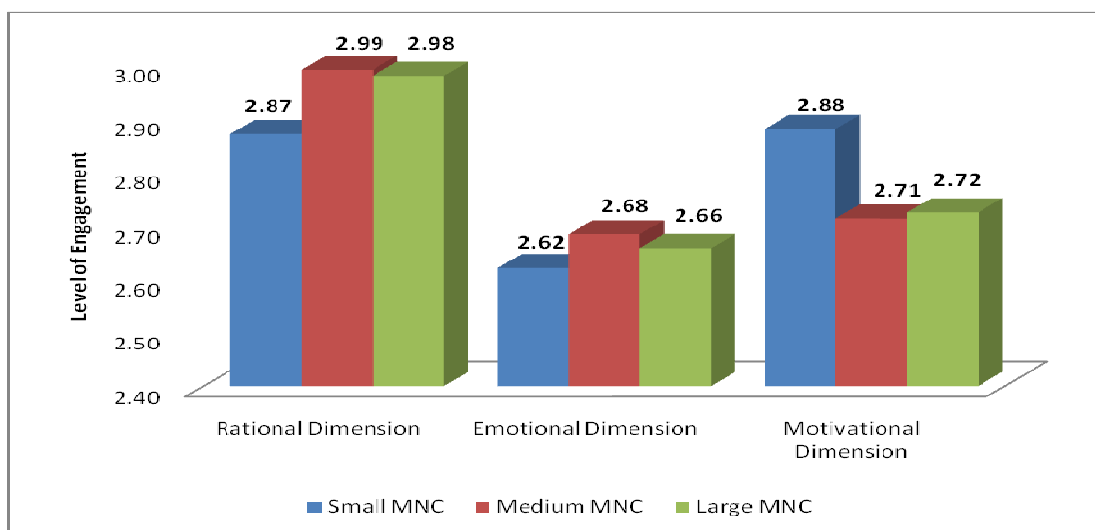
4.7 Relationship Between Satisfaction with Culture and Employee Engagement

After examining satisfaction with culture in Korean multinational companies in Thailand and employee engagement, this part aims to analyze the relationship between that satisfaction with culture and employee engagement.

According to table 4.14 and 4.17, the survey results from 243 Thai employees in Korean multinational companies show that the satisfaction with culture in Korean multinational companies in Thailand is 2.65, which is considered a high level of satisfaction from 4, the maximum level. While employee engagement of Thai employees in Korean multinational companies in Thailand is 2.79, which is considered a high level of engagement from 4, the maximum level as well.

Therefore, to analyze the relationship between satisfaction with culture and employee engagement, this study uses the Bivariate analysis of correlation coefficient in order to show the overview of the relationship. The hypothesis of this study is that there is a positive relationship between satisfaction with culture and employee engagement.

Figure 4.7 shows the overview of the relationship between of those two variables which has a positive relationship. The level of satisfaction of culture is on the horizontal axis while the level of employee engagement is on the vertical axis, and the level ranges from1 to 4. It means when Thai employees have a higher level of satisfaction with corporate culture, they tend to also have a higher level employee engagement.

Figure 4.7 Comparison of Employee Engagement of Thai Employees

in Korean MNCs in Thailand
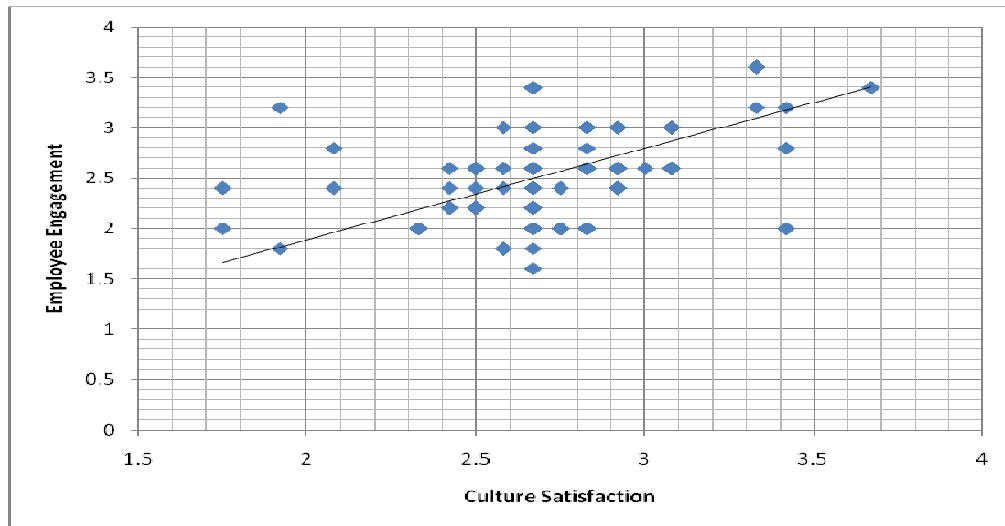
Table 4.19 Correlation Between Satisfaction with Culture and

Employee Engagement

		Satisfaction of culture
		1
		-
		243
Employee engagement	Pearson Correlation	.536***
	Sig. (1-tailed)	.000
	N	243

***significant at the 0.01 level

Table 4.19 shows that the correlation coefficient between satisfaction of culture and employee engagement of 243 Thai employees, who are working at Korean multinational companies in Thailand, is .536 with 99% confidence level. From this result, it can be concluded that there is a positive relationship between satisfaction with culture and employee engagement.

Although the overview of the relationship between those two variables of Thai employees in three Korean MNCs in Thailand is positive, there are different levels of relationship according to company's size. Figure 4.8, 4.9 and 4.10 show the difference of relationship between culture satisfaction and employee engagement in three Korean MNCs' sizes in Thailand, and table 4.20 explains how it is different.

Table 4.20 shows the correlation coefficient between satisfaction with culture and employee engagement, in the three sizes of company. The correlation coefficient between satisfaction with culture and employee engagement of 27 Thai employees who are working at a small Korean MNC is positive at medium level (0.469 with 99% confidence level). While the correlation coefficient between both variables of 81 Thai employees in the medium Korean MNC and 135 Thai employees in large Korean MNC is positive at high level (0.624 and .546 with 99% confidence level respectively).. From these results, it can be seen that the relationship between satisfaction with culture and employee engagement is still positive even at the small company's size.

Figure 4.8 Relationship Between Satisfaction with Culture and Employee Engagement
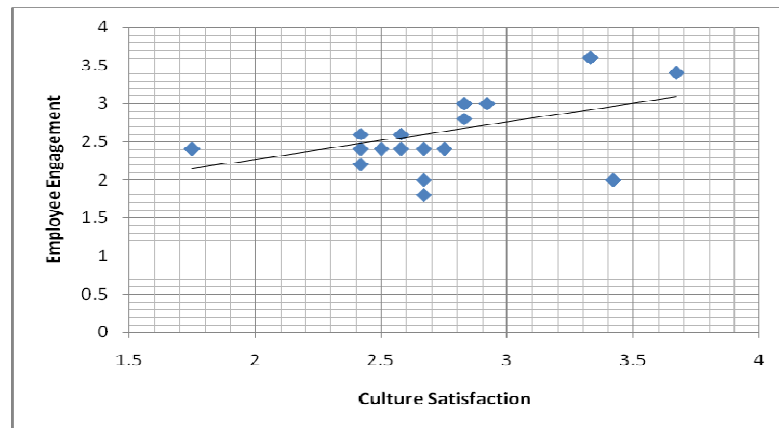
(Small Korean MNC)

Figure 4.9 Relationship Between Satisfaction with Culture and Employee Engagement
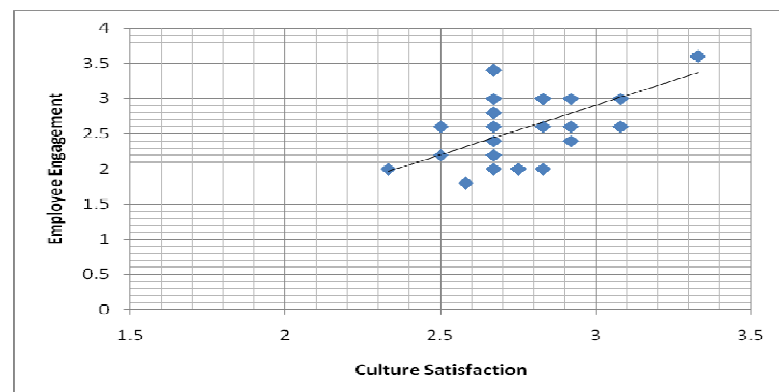
(Medium Korean MNC)

Figure 4.10 Relationship Between Satisfaction of Culture and Employee Engagement

(Large Korean MNC)
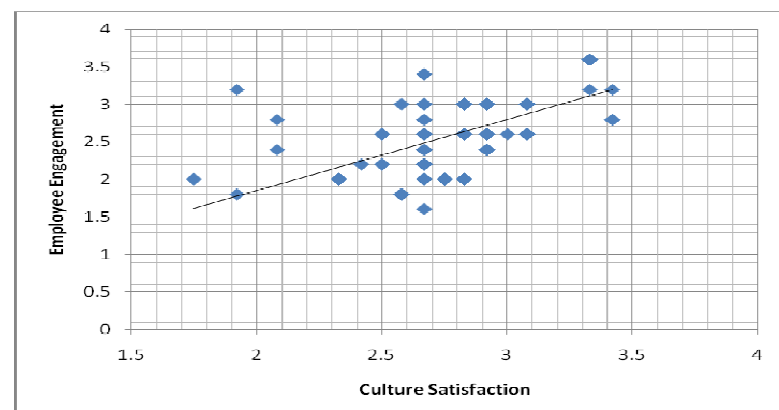
Table 4.20 Correlation Between Satisfaction with Culture and Employee

Engagement (the Small, Medium and Large Korean MNCs)

			Satisfaction of culture
Small MNC	Employee engagement	Pearson Correlation	.469***
		Sig. (1-tailed)	.007
		N	27
Medium MNC	Employee engagement	Pearson Correlation	.624***
		Sig. (1-tailed)	.000
		N	81
Large MNC	Employee engagement	Pearson Correlation	.546***
		Sig. (1-tailed)	.000
		N	135

*** significant at the 0.01 level

4.8 Discussion

The results show that culture in Korean MNCs in Thailand tends to be similar to Korean corporate culture in Korea in terms of power distance, individualism and masculinity dimensions, and tends to be different in terms of Uncertainty avoidance. This result is the same as the study of Hofstede (1997) who agrees that Korean and Thai corporate culture are similar in terms of power distance, individualism and masculinity dimensions, while in terms of uncertainty avoidance dimension they are different. In other words, Korean corporate culture in Korean companies in Thailand tends to be similar to Thai corporate culture in terms of uncertainty avoidance.

Secondly, the results of the differences between Korean corporate culture in Korea and Thai corporate culture from Hofstede (1997)'s study have stood for a long time, yet the result of this study is still the same. It should be considered that Korea and Thailand are both located in Asia, so there are some dimensions of culture that

are similar. Although the time has passed and the environment has changed, as Asian countries, they possibly change in the same direction.

For the third point, after examining the differences of corporate culture between Korean corporate culture in Korean multinational companies in Thailand and Korean corporate culture in Korea, there are differences in corporate culture in companies with different sizes also when considering each company. It shows that the company's sizes affect the characteristics of the company. This result is the same as the study of Grusky (1961) who agrees that the size of company makes differences in the structural characteristics of the company.

Moreover, the result of the positive relationship between satisfaction with culture and employee engagement shows that corporate culture affects employee engagement. Culture can increase the satisfaction of employees, and satisfaction with culture can in turn increase employee engagement. The previous study of Smircich (1983) confirms the result that corporate culture develops satisfaction of employee to feel engaged with the company.

CHAPTER V

CONCLUSION AND RECOMMENDATION

From the study of culture, satisfaction with culture and employee engagement of 243 Thai employees working in South Korean MNCs in Thailand, this study can conclude and provide recommendations as follows:

5.1 Conclusion

This study focuses on culture and employee engagement in Korean multinational corporations (MNCs) in Thailand in order to examine the differences of culture in Korean MNCs in Thailand and Korean culture in companies in Korea. Secondly, this study wants to analyze the relationship between satisfaction with corporate culture and employees' engagement in Korean MNCs in Thailand. The sample in this study is 243 Thai employees who are working in Korean MNCs in Thailand, which are divided into three sizes: small, medium and large companies. The conclusion of this study is divided according to the objectives as follows;

- Objective 1: to examine the differences of culture in Korean MNCs in Thailand and Korean culture in companies in Korea.

According to the results, there are two significant points that suggest that culture in Korean MNCs in Thailand differs from Korean culture in companies in Korea. Firstly, culture in MNCs in Thailand is different from Korean culture in companies in Korea only in terms of uncertainty avoidance that the atmosphere in Korean MNCs in Thailand is more comfortable than Korean companies in Korea. This point shows that

Korean multinational companies in Thailand have adapted their culture to Thai style in order to develop more effective cooperation within the company. The second point is in terms of long-term orientation, culture in Korean MNCs in Thailand is similar to Korean culture in companies in Korea that the relationship is framed by status and emphasizes on persistence and thrift. From this point, it shows that the long term orientation dimension is a outstanding characteristic of Korean culture in companies in Korea because it is able to influence on culture in Korean multinational companies in Thailand. This is supported by Hofstede (1997), who found that Korean corporate culture in Korea has the higher levels of long-term orientation and strong uncertainty avoidance than Thai culture.

The cause of these differences is that the pattern of administration in Korea is based on Confucianism, which influences Korean people even in the roots of Korean society. The main value of Confucianism that effects Korean corporate culture in Korea is loyalty to leaders, respect for elders and relationship harmony in group. Furthermore, it makes Korean people believe that they must work hard for the good of the group and the good of nation, thus most Korean people are extremely hardworking and they are always emotionally engaged. By contrast, Thai people believe that karma is the cause of all bad things. This belief leads them to lack ambition and competitiveness compared to Korean people.

Another point is culture in Korean MNCs in Thailand is similar to Korean culture in companies in Korea in three dimensions which are the dimensions of power distance, collectivism and masculinity due to the location which is in the same area (Asia) and the influence of China.

Furthermore, in each Korean MNC, there is a different culture is that culture in the small Korean MNC has varied more than the medium and large MNCs, especially individualist and masculinity dimension. It shows that the medium and large Korean MNCs in Thailand have a stronger culture than the small Korean MNC in Thailand according to the MNC's size

- Objective 2: to analyze the relationship between satisfaction with culture and employee engagement in Korean MNCs in Thailand

The result suggests that most Thai employees feel satisfied with Korean corporate culture in Korean multinational companies in Thailand due to the similarity of culture and the adaptation of its culture. The cultural dimension that Thai employees are most satisfies with is the dimension of the roles and importance between women and men in large and medium company. According to the corporate culture in the large and medium company, although the level of masculinity is still at a high level, most female employees also feel satisfied with it at this high level. This result shows that the large and medium companies present opportunities to women employees to play some important role, though male employees still play the main role in the company.

In addition, Thai employees feel engaged with Korean MNCs in Thailand that they understand their responsibilities and roles which company expects. They have a passion and sacrifice for their job. However there are differences between three MNC's size that Thai employees feel engaged with the small Korean MNCs in Thailand in terms of Motivational dimension more than the medium and large Korean MNCs in Thailand, while in terms of rational dimension, Thai employees in

the medium and large Korean MNCs in Thailand feel engaged more than It shows that the different culture of three Korean MNC's size in Thailand affect a difference of employee engagement of each Korean MNC's size also.

In addition, Thai employees are not only satisfied with the culture of Korean MNCs in Thailand, but they also feel engaged with Korean MNCs. This is demonstrated by the positive relationship between satisfaction with culture and employee engagement. When the employees feel satisfied with the culture of their company, they would also feel engaged with their company as well. Considering in each company's size, there are different level of relationship among the difference firm sizes. The small MNC has a positive relationship at medium level, while the medium and large MNC have a positive relationship at high level. Consequently, the company should adapt or develop the culture in the company, with regard to the feeling of employees and local environment in order to make the foundations of the company more stable.

5.2 Recommendation

This study shows that when culture in the company meets the needs of local employees, it makes employees satisfies, and it leads to a feeling of engagement with their company. Consequently, the foreigners or multinational companies who run the business in other countries should study the differences of culture and try to understand it in order to create not only the balance of culture, but also the balance for all sides, especially people because people are an important resource that drive the success of a company.

For the small Korean MNC in Thailand, the result shows that most of employees who play an important role in these MNC are male. When consider the satisfaction with culture in masculine dimension, this MNC shows lower satisfaction level than the medium and large Korean MNCs where women have more opportunities to be promoted and to play important roles in companies. Thus, in order to make employees satisfy and stay with the company, the small company should give more opportunities to female employees to show their capacity and play role in the workplace.

Moreover, the medium and large Korean MNCs in Thailand have stronger Korean culture in general. From perspective of Thai employees in these MNCs, they have low level of satisfaction on long term planning of the company, especially for the large Korean MNC in Thailand. In addition, the level of engagement in motivational dimension is lower than the small Korean MNC in Thailand. Therefore, the medium and large Korean MNCs in Thailand should find the ways to increase employees' motivation toward company. These motivations can be in form of rewarding with a gift to employee who do an excellent work and creating the activities to encourage employee to practice according to the company's policies.

5.3 Suggestion for Further Study

- This study measures Korean culture in Thailand in only cases of Korean multinational companies in Thailand and it is based on only one cultural theory. If there are more in depth studies, it might find other interesting aspects. Therefore, further studies can try to use the other theories of culture and focus on other case studies.

- Further studies can try to compare Korean culture in Thailand with culture of other countries, such as comparing Korean culture in Thailand with American culture in Thailand or with Japanese culture in Thailand.

- This study considers only culture in the company and the relationship between satisfaction with culture and employee engagement; thus, further studies can try to focus on the other variables such as organizational commitment.

- This study will be useful for Thai and Korean people to understand each other's culture so that when they work together, they are able to adapt themselves the smooth cooperation.

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APPENDICES

Appendix A

QUESTIONNAIRE IN ENGLISH

CULTURE AND EMPLOYEE ENGAGEMENT OF THAI EMPLOYEES

CASE STUDY OF SOUTH KOREAN MULTINATIONAL CORPORATIONS IN THAILAND

Statement: This questionnaire is a part of study of the Master's degree, Faculty of Graduate School in Korean Studies. The result will be used for educational purposes.

Please mark √ in to ☐ that suit to your answer.

Part 1 Personal Information

1. Gender   ☐ Male   ☐ Female

2. Age   ☐ 20-30 years   ☐ 31-40 years

                    ☐ 41-50 years   ☐ More than 50 years

3. Marital Status   ☐ Single   ☐ Married   ☐ Divorce

4. Education level   ☐ Bachelor Degree   ☐ Master Degree of higher

5. Position   _____

6. Department   _____

7. Duration of work   ☐ < 2 years   ☐ 2-4 years   ☐ 4-6 years   ☐ > 6 years

8. Salary   ☐ < 20,000 baht/month

                  ☐ 20,000 – 35,000 baht/month

                  ☐ 35,000 – 50,000 baht/month

                  ☐ >50,000 baht/month

Part 2 Culture in companies

Questions	Level of agreement			
	4	3	2	1
	Strongly agree	Agree	Disagree	Strongly disagree
1. I am involved in every decision making.				
2. I can choose whether or not to follow the leader's command.				
3. I can express my opinion in the meeting.				
4. I cannot disagree with leader's decisions.				
5. I always have been assigned to work as an agent of the company.				
6. The company has clear policies and objectives.				
7. I do not know what company's expectation of me.				
8. I am pleased to comply with the policies and rules of company.				
9. I understand the scope of work and my responsibilities.				
10. Standard operating procedures are helpful to me on the job.				
11. The company provide trainning center, it is very helpful.				
12. Meeting is usually run by men.				
13. Most of employees who are in a high position is men.				
14. All men and women employees have been promoted equally.				
15. Women usually solve problems better than men				
16. I prefer to work alone rather than group work.				
17. I work for my success rather than company success.				
18. I want to be accepted by my colleague.				
19. I consider the welfare of group before mine.				
20. I can talk with leaders happily.				
21. If I'm making mistakes, I would often feel deeply guilty.				
22. To help companies save, I always turned off the lights before leaving the room.				
23. The company reward me for my good work.				

Part 3 Satisfaction with Culture

Questions	Level of agreement			
	4	3	2	1
	Strongly satisfaction	Satisfaction	Unsatisfaction	Strongly unsatisfaction
1. Role and Power between leaders and subordinates in the company				
2. A focus on the individual and collective capabilities of employees				
3. The roles of men and women in workplace				
4. The clarity of the policies and regulations of the company				
5. Long-term work planning of the company and employees' practices.				

Part 4 Employee Engagement

Questions	Level of agreement			
	4	3	2	1
	Strongly agree	Agree	Disagree	Strongly disagree
1. I will be very happy if I have worked in this company further.				
2. I spend more time working, and never leave the duties.				
3. Problem of company is my problem.				
4. I am eager to go to work everyday.				
5. I am ready to leave this company if I get a better job.				
6. I do not feel a part of the company.				
7. I know what I have to work first in every morning.				
8. My goal is the success of the company.				
9. I always try to develop myself for the company.				
10. I am proud to be an employee of this company.				
11. I am willing to work overtime; although there is no compensation.				
12. I am willing to work for the progress and benefit of the Company.				

Part 5 Please rank the number by 1, 2, 3 which is the most issues you think are the barriers to the firm.

☐ Role and Power between leaders and subordinates in the company.

Solutions_____

☐ The clarity of the policies and regulations of the company.

Solutions_____

☐ The roles of men and women in workplace.

Solutions_____

☐ The individual and collective capabilities of employees.

Solutions_____

☐ Long-term work planning of the company and employees' practices.

Solutions_____

☐ Other, please specify

Solutions_____

Any suggestion:_____

Appendix B

แบบสอบถาม ภาษาไทย

เรื่อง วัฒนธรรมและความผูกพันต่อองค์กรของพนักงานไทย
กรณีศึกษาบริษัทข้ามชาติของสาธารณรัฐเกาหลีในประเทศไทย

คำชี้แจง: *แบบสอบถามนี้เป็นส่วนหนึ่งของการศึกษาตามหลักสูตรปริญญาโท คณะบัณฑิตวิทยาลัย*
จุฬาลงกรณ์มหาวิทยาลัย โดยผลที่ได้จะนำไปใช้เพื่อวัตถุประสงค์ทางการศึกษาเท่านั้น
กรุณาทำเครื่องหมาย √ *ลงใน* ☐ *ตามแนวความคิดในการบริหารงานในบริษัทหรือหน่วยงานของท่าน*

<u>**ส่วนที่ 1**</u> **ข้อมูลทั่วไป**

1. เพศ ☐ ชาย ☐ หญิง

2. อายุ ☐ 20-30 ปี ☐ 31-40 ปี

 ☐ 41-50 ปี ☐ 50 ปีขึ้นไป

3. สถานภาพ ☐ โสด ☐ สมรส ☐ หย่าร้าง

4. ระดับการศึกษา ☐ ระดับปริญญาตรี ☐ ระดับปริญญาโทขึ้นไป

5. ตำแหน่ง _____

6. แผนก _____

7. อายุงาน ☐ < 2 ปี ☐ 2-4 ปี ☐ 4-6 ปี ☐ > 6 ปี

8. เงินเดือน ☐ < 20,000 บาท/เดือน

 ☐ 20,000 – 35,000 บาท/เดือน

 ☐ 35,000 – 50,000 บาท/เดือน

 ☐ >50,000 บาท/เดือน

<u>ส่วนที่ 2</u> ข้อมูลเกี่ยวกับวัฒนธรรมในบริษัท

รายละเอียด	ระดับความคิดเห็น			
	4	3	2	1
	เห็นด้วยอย่างยิ่ง	เห็นด้วย	ไม่เห็นด้วย	ไม่เห็นด้วยอย่างยิ่ง
1. ฉันมีส่วนร่วมในการตัดสินใจในเรื่องต่างๆ				
2. ฉันสามารถเลือกได้ว่าจะทำตามคำสั่งของหัวหน้าหรือไม่				
3. ฉันสามารถแสดงความคิดเห็นหรือข้อเสนอแนะที่ประชุมได้				
4. ฉันไม่สามารถโต้แย้งและแสดงความคิดเห็นเกี่ยวกับการตัดสินใจของหัวหน้าได้				
5. ฉันมักได้รับมอบหมายให้ทำงานหรือเป็นตัวแทนในงานสำคัญของบริษัท				
6. บริษัทมีนโยบายและเป้าหมายที่ชัดเจน				
7. ฉันไม่รู้ว่าบริษัทคาดหวังอะไรในตัวฉัน				
8. ฉันยินดีปฏิบัติตามนโยบายและกฎเกณฑ์ของบริษัทอย่างเคร่งครัด				
9. ฉันเข้าใจในขอบเขตงานและหน้าที่ของตนเองเป็นอย่างดี				
10. ระบบการทำงานของบริษัทช่วยให้ฉันทำงานง่ายขึ้น				
11. มีการสอนและให้คำแนะนำเป็นอย่างดี ถ้าฉันไม่เข้าใจในงาน				
12. ในการประชุมส่วนใหญ่ ผู้ชายจะเป็นผู้ดำเนินการ				
13. พนักงานในตำแหน่งสูง ส่วนใหญ่เป็นผู้ชาย				
14. ทั้งพนักงานหญิงและพนักงานชายมีโอกาสได้เลื่อนตำแหน่งเท่าๆกัน				
15. เมื่อเกิดปัญหาในการทำงาน ผู้หญิงจะแก้ไขปัญหาได้ดีกว่าผู้ชาย				
16. ฉันชอบทำงานคนเดียวมากกว่าทำงานเป็นกลุ่ม				
17. ฉันทำงานเพื่อความสำเร็จของตัวเองมากกว่าของบริษัท				
18. ฉันต้องการได้รับการยอมรับจากเพื่อนร่วมงาน				
19. ฉันคิดถึงความสุขส่วนรวมมาก่อนความสุขส่วนตัว				
20. ฉันสามารถคุยเล่นกับหัวหน้าได้อย่างสบายใจ				
21. ฉันจะรู้สึกผิดมาก หากฉันทำงานผิดพลาด				
22. ฉันปิดไฟทุกครั้งก่อนออกจากห้อง เพื่อช่วยบริษัทประหยัด				
23. บริษัทมีการแจกรางวัล หากฉันทำงานได้ดีเยี่ยม				

<u>ส่วนที่ 3</u> ความพึงพอใจในวัฒนธรรมในบริษัท

รายละเอียด	ระดับความคิดเห็น			
	4	3	2	1
	พึงพอใจอย่างยิ่ง	พึงพอใจ	ไม่พึงพอใจ	ไม่พึงพอใจอย่างยิ่ง
1. บทบาทและอำนาจระหว่างเจ้านายและลูกน้องในบริษัท				
2. การให้ความสำคัญระหว่างปัจเจกบุคคลกับส่วนรวมภายในบริษัท				
3. บทบาทและความสำคัญของพนักงานหญิงและชายในที่ทำงาน				
4. ความชัดเจนของนโยบายและกฎเกณฑ์ของบริษัท				
5. การวางแผนระยะยาวของบริษัทเกี่ยวกับการทำงานและแนวปฏิบัติของพนักงาน เพื่อเป้าหมายในอนาคต				

ส่วนที่ 4 ความผูกพันต่อบริษัท

รายละเอียด	ระดับความคิดเห็น			
	4	3	2	1
	เห็นด้วยอย่างยิ่ง	เห็นด้วย	ไม่เห็นด้วย	ไม่เห็นด้วยอย่างยิ่ง
1. ฉันจะมีความสุขมาก ถ้าได้ทำงานในบริษัทนี้ต่อไป				
2. ฉันใช้เวลาส่วนใหญ่ไปกับการทำงานและไม่ละทิ้งงานในหน้าที่				
3. ปัญหาของบริษัทก็คือปัญหาของฉัน				
4. ฉันมีความกระตือรือร้นที่จะมาทำงานในทุกๆวัน				
5. ฉันพร้อมที่จะออกจากบริษัทนี้ หากได้งานที่ดีกว่า				
6. ฉันไม่รู้สึกว่าเป็นส่วนหนึ่งของบริษัท				
7. ทุกเช้าฉันรู้อยู่เสมอว่าต้องทำงานอะไรเป็นอันดับแรก				
8. เป้าหมายของฉันคือความสำเร็จของบริษัท				
9. ฉันพยายามพัฒนาตัวเองอยู่เสมอ เพื่อบริษัท				
10. ฉันภูมิใจที่เป็นพนักงานของบริษัทแห่งนี้				
11. ฉันเต็มใจที่จะทำงานล่วงเวลา แม้ไม่ได้ค่าตอบแทน				
12. ฉันเต็มใจที่จะทำงานเพื่อความก้าวหน้าและผลประโยชน์ของบริษัท				

ตอนที่ 5 ประเด็นใดที่คุณคิดว่าเป็นอุปสรรคในการทำงานในบริษัท โปรดใส่เลข 1, 2, 3 เรียงลำดับจากมากที่สุด

☐ ความเหลื่อมล้ำทางอำนาจ

แนวทางแก้ไข_____

☐ ความชัดเจนของนโยบายและกฎเกณฑ์ของบริษัท

แนวทางแก้ไข_____

☐ บทบาทและความสำคัญของหญิงและชายในที่ทำงาน

แนวทางแก้ไข_____

☐ ปัจเจกบุคคลและการทำงานเป็นกลุ่ม

แนวทางแก้ไข_____

☐ การวางแผนระยะยาวเพื่อเป้าหมายในอนาคต

แนวทางแก้ไข_____

☐ อื่นๆ โปรดระบุ

แนวทางแก้ไข_____

ข้อคิดเห็นอื่นๆ:_____

BIOGRAPHY

Name   :   Miss Thida Roungtheera

Date of birth   :   September 6, 1987

Birth Place   :   Ratchaburi, Thailand

Education   :   Bachelor of Arts (Korean), Burapha University,

Chonburi, Thailand (2005-2009)

Master of Arts (Korean Studies), Chulalongkorn University,

Bangkok, Thailand (2011-2012)